United Nations E/2000/46/Add.1

Economic and Social Council

Distr.: General
18 May 2000

Original: English

Substantive session of 2000
New York, 5 July-1 August 2000
Item 3 (a) of the provisional agenda*
Operational activities of the United Nations for international development cooperation

Operational activities of the United Nations for international development cooperation

Report of the Secretary-General

Addendum

Progress in the implementation of General Assembly resolution 53/192

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* E/2000/100.

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I. Introduction

1. The present addendum to the report of the Secretary-General aims to facilitate the examination by the Economic and Social Council of the operational activities of the United Nations system in order for it to evaluate the implementation of guidance provided by the General Assembly in its resolution 53/192. As called for in paragraphs 60 and 61 of that resolution, a management process was prepared and submitted to the Council at its substantive session in 1999, containing guidelines, targets, benchmarks and time frames for its full implementation, and the Council likewise considered a first progress report (E/1999/55/Add.1). By its resolution 1999/6, the Council provided further guidance and reinforcement of the Assembly's requests.

2. The present report reflects an updating of the management process (see annex) and a review of products from the Consultative Committee on Programme and Operational Questions (CCPOQ), the United Nations Development Group (UNDG), other inter-agency groups, individual entities of the United Nations system, and the resident coordinator annual reports. These show that considerable progress has been achieved, though much more remains to be accomplished.

3. The report also makes appropriate cross-reference to several other reports being submitted to the Council at its present session, under other segments and agenda items. There are important linkages among these, for example, in relation to the coordinated follow-up to global conferences, information technology, humanitarian assistance, and development of Africa.

4. The attention of the Council is especially invited to the proposed recommendations included under many of the sections in this report. These grow out of the experience to date, lessons learned and new issues arising in the course of implementing Assembly resolution 53/192 and Economic and Social Council resolution 1999/6. The Council also may wish to provide any further guidance it considers appropriate, in preparation for the triennial comprehensive policy review of development cooperation by the United Nations system, in accordance with paragraph 63 of General Assembly resolution 53/192. The review is scheduled to be undertaken by the General Assembly in 2001.

II. Impact evaluation

5. Impact evaluations were originally mandated in General Assembly resolution 50/120, paragraph 56, which decided that an evaluation of the impact of operational activities for development should be an integral part of the next triennial comprehensive policy review. After receiving six evaluations of impact as part of the Secretary-General's triennial policy review report in 1998, the General Assembly decided, in its resolution 53/192, paragraph 53, that there was a need to continue such evaluations, and with the full and effective involvement of the recipient Government concerned. The first six evaluations have been published in a book entitled *Capacity-building Supported by the United Nations: Some Evaluations and Some Lessons* (1999). It can be accessed on the Internet at http://www.un.org/esa/coordination/impaeva.htm.

Current series of evaluations

6. The original plan was to carry out some 24 evaluations in time for the 2001 review. However, the costs of all external consultants, which are essential for the objectivity of the evaluations, are funded through the Trust Fund on Operational Activities, and the lack of adequate extrabudgetary contributions to the Trust Fund has become a constraint. The regular budget covers the cost of staff to backstop the evaluations. Trust Fund resources are currently available to carry out some six evaluations. Eight evaluations are ready to be launched, if additional funds are forthcoming.

7. The methodology of the evaluations remains similar to that of the pilot exercise. Teams of independent consultants, one each from North and South, with appropriate background and experience, are hired to conduct each evaluation, although more intense and active local preparatory work is a new feature. The evaluations focus on capacity-building and poverty eradication. In addition, as before, a panel of "wise persons" has been formed to ensure the independence and technical integrity of the evaluations.

8. In order to optimize the involvement of nationals in the exercise and to enhance the quality of information available to the evaluation teams, national consultants are asked to gather data and undertake preliminary analysis. National consultants with the necessary experience undertake an increasingly large responsibility for the evaluation work.

9. Evaluations have already been completed for Madagascar and Mozambique and the reports are available to interested delegations. Evaluations have also been initiated in Morocco, the Philippines, the United Republic of Tanzania, and Viet Nam. Moreover, activities in the following countries are currently ready for evaluation, subject to funding: (Africa) Cape Verde, Ghana and Mauritania; (Asia) Nepal; (Arab States) Egypt and Yemen; (Latin America and the Caribbean) Bolivia, Guatemala, Jamaica and Nicaragua.

10. Support is currently being received in several forms: (a) Canada, Finland, France, Switzerland and the United Kingdom have made financial contributions to the exercise; (b) recipient countries and United Nations country teams have mobilized national consultants to help in preparing the evaluations; and (c) the United Nations system is involved via CCPOQ and the Inter-Agency Working Group on Evaluation. The Department of Economic and Social Affairs of the Secretariat has increased its regular budget for professional and support staff resources. The United Nations Development Programme (UNDP) has provided a D-1 Professional staff member, with both resident coordinator and evaluation experience, and who has been managing the evaluations since their inception in 1996. The United Nations Population Fund (UNFPA) has provided consultancy resources. Staff travel to support preparation of the evaluations has been provided from the United Nations regular budget.

Recommendations

11. The Council may wish to reaffirm:

(a) The importance of the impact evaluations as a unique opportunity to provide an independent, balanced and objective assessment of the contribution of

the United Nations system via operational activities, and the lessons to be drawn from that experience, as an input to the next review;

(b) The need for the United Nations system to support the current exercise and for interested Member States to fund it at an appropriate level.

III. Common country assessment and United Nations Development Assistance Framework

12. The efforts of the United Nations system to strengthen these coordination mechanisms at programming levels have significantly focused on two main instruments: the common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF). The implementation of the United Nations reforms at the country level has significantly advanced during the past year through these two instruments. UNDG finalized and distributed guidelines for UNDAF, CCA and the CCA indicator framework. Building on the policy guidance received from Member States[1] and on system-wide commitment and support,[2] 74 country teams are currently at various stages of the CCA/UNDAF process, based on the status of their harmonized programme cycles (see table).

Progress in the operationalization of the CCA and UNDAF

13. In order to promote implementation of UNDAF and its logical preparatory step through a quality CCA, the UNDG focused first on the harmonization of programming cycles.[3] This is critical for the joint planning of system interventions. It allows participating agencies to develop country programmes and projects that derive from the UNDAF. As highlighted in other parts of this report, significant advances have been made, with programme cycles harmonized in 98 per cent of the qualifying countries.[4]

14. To assist country teams in their CCA/UNDAF exercises, UNDG has established various elements of support since 1999, to complement the guidelines distributed to the country teams.[5] Direct support to country teams is now also available through CCA/UNDAF resource persons. A pool of resource persons, drawn from various United Nations system organizations, has been established to help country teams plan and carry out the CCA and UNDAF processes. The resource persons are deployed at the request of the country team or upon UNDG recommendation at critical moments[6] of the CCA/UNDAF exercise.[7]

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[1] General Assembly resolution 53/192 and Economic and Social Council resolution 1999/6.

[2] See ACC/1999/7.

[3] See sect. IV below on harmonization of programming cycles.

[4] Ibid.

[5] A CD-Rom version of those guidelines has been shared with all resident coordinators and all concerned partners in October 1999. Much more than an electronic version of the guidelines, the CD-Rom is a CCA/UNDAF resource centre, including reference documentation, as well as country examples. Country teams can also find on-line assistance through a web site dedicated to support the resident coordinator system and the implementation of the United Nations reform ("RCNet").

[6] The experience of the UNDAF pilot phase showed that a facilitation mission is most useful at the outset (planning stage) of the exercise, be it CCA or UNDAF.

[7] A first training for CCA/UNDAF resource persons was organized with the United Nations Staff College on 14-18 February 2000. Missions have already been fielded to Cameroon and Nigeria in

15. As more countries embark on a CCA/UNDAF, it becomes vital to learn from their experiences. A tracking mechanism has been established to monitor the progress in the form of an annex to the resident coordinator annual report. Moreover, the CCA/UNDAF Learning Network, as a system-wide process of learning, was launched in November 1999.[8]

16. Through the Learning Network, lessons and good practices are identified in an inter-agency review of draft and final CCAs and UNDAFs. Results are shared among country teams and organizations of the system. This facilitates organizational learning and tapping of the expertise available throughout the system, including the regional commissions and the smaller technical agencies that are not resident at country level. The Learning Network also assesses the conformity with CCA/UNDAF guidelines.[9]

17. The Learning Network is a new mechanism, which needs further investment by participating organizations and recognition of its workload implications. It will also be important to use its lessons for training purposes, thereby completing the learning loop and strengthening country teams' capacities.

Highlights at the country level

18. The UNDAF strives to promote a country-driven, collaborative and coherent response of the United Nations system to achieve greater impact at the country level fully consistent with, and in support of, national priorities. While it is too early to assess the impact of the United Nations response, given the limited number of country programmes so far deriving from an UNDAF, the vast majority of country teams already report enhanced local collaboration linked to the CCA/UNDAF process.

19. The country-driven nature of the exercise enables Governments to participate in all aspects, and leads to participation by an increasing number of other development partners. Mechanisms to ensure close consultations with all these vary.[10] Country teams are also adapting the CCA and UNDAF processes to special

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March 2000, and others are planned for the weeks ahead. The CCPOQ/UNDG Working Group on Training and the UNSC are now preparing the second round of training for July 2000, building on the experience of the first event and the lessons from the first missions.

[8] The Learning Network demonstrates the commitment of the ACC organizations to participate in, and learn lessons from, the implementation of the CCA/UNDAF exercise, as a collective United Nations effort. So far, 22 United Nations system organizations and entities have communicated their interest in participating in the Learning Network, the newest member being the United Nations Department of Political Affairs (DPA). Others include UNDESA, UNDP, UNFIP, UNFPA, UNICEF, UNIFEM, UNECE, ILO, ITC, OHCHR, UNAIDS, UNHCR, UNCTAD, WHO, UNDCP, UNIDO, FAO, WFP, UNESCO, ESCAP and UNV.

[9] The findings of the Learning Network for completed CCAs and UNDAFs are available to all country team members and the entire United Nations system on the RCNet. Comments requested by country teams on their draft CCA or UNDAF are shared only with the requestors. However, in the planned periodic compendium of lessons learned, the Learning Network will also include generic issues deriving from this component.

[10] On the basis of the lessons learned from their UNDAF pilot exercise, national authorities and other partners were involved in Kenya from the outset in the revision of the previous CCA through their membership in various theme groups. In China, the Government has created a "mirror team" to maximize their contribution to the process. In India, the crucial role of the Government in the CCA/UNDAF process was highlighted by the participation of a senior official in the country

local situations, while respecting their key principles. The country team in Barbados tackled multi-country responsibilities with a subregional CCA. In crisis and post-conflict situations, such as Burundi, the country team addressed the causes and dynamics of poverty and the complex set of challenges now facing the country.

20. Progress can also be reported concerning the participation of non-resident agencies and regional commissions in the two processes.[11] Resident coordinators more systematically initiate consultations but contributions of system organizations without local representation remain uneven.[12]

21. National capacity-building[13] is more and more targeted in the CCAs and UNDAFs. Concomitant with a more active involvement of country members and of the Government, the use of consultants to draft the documents is receding.[14]

22. One of the United Nations system's mechanisms used by numerous country teams to take full advantage of national capacities is the thematic group.[15] The CCA/UNDAF process enables country teams and their counterparts to focus the work of thematic groups on key issues, and select them strategically.[16] Thematic

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team's presentation of the Kenyan experience to a joint session of the Executive Boards of UNICEF, UNDP/UNFPA and WFP in January 2000.

[11] Economic and Social Council resolution 1999/6, para. 8.

[12] For example, six non-resident agencies (besides the four resident organizations) participated in the CCA in Mauritius; whereas few inputs to the CCA were received in the Dominican Republic from non-resident agencies. More needs to be done to ensure that regional perspectives are being taken into account. For this purpose, CCA/UNDAF workshops, organized in 1999 with most of the specialized agencies and other United Nations entities to promote mainstreaming of CCA/UNDAF and consistent support to country teams (335 staff in 19 agencies), will be implemented in 2000 with the regional commissions. The first such event was held with the Economic Commission for Europe (ECE) in March 2000. A second is planned with the Economic and Social Commission for Western Asia (ESCWA) in May. At the country level, Chile and Thailand exemplify the participation of a regional commission in the CCA process. Kuwait envisages to undertake a regional CCA with other Gulf countries.

[13] E/1999/6, paras.18, 19, 22 and 23.

[14] In Chad, for example, in spite of limited human resources, no consultants were used. Particular areas are identified or confirmed as needing special attention for capacity-building, such as data collection and indicators. In Mongolia, the CCA database, constructed in close cooperation with the National Statistics Office, will fill an important gap in providing a coherent comprehensive set of social and economic indicators for diverse needs of different users, but notably for an effective follow-up to international conferences, as in Pakistan and Lebanon. In Mozambique, the CCA process highlighted a number of areas where indicators were outdated or gaps existed. Specific support is being put in place to strengthen the capacity of the country teams and national counterparts in this key area, so crucial also for the monitoring and evaluation of UNDAFs and country programmes.

[15] E/1999/6, para.14; see also sect. V below on field-level coordination.

[16] In Kenya, for example, a structure of 11 thematic groups rapidly became too fragmented and too heavy, hampering effective collaboration. The number of thematic groups was, therefore, reduced to six. In the Philippines, the nature of the thematic groups has evolved with the process: first consultative, they then became UNDAF working groups, concentrating on the implementation of the UNDAF objectives after its completion. In Malawi, they contributed to united advocacy efforts by the country team, enabling them to speak with one voice on issues, such as HIV/AIDS and gender, using the country team member who chaired the respective theme group as the United Nations spokesperson on the subject, thus fully utilizing the comparative advantage of the concerned agencies.

groups proved particularly useful in addressing cross-cutting issues. CCAs and more particularly UNDAFs can be used to tackle key issues in a holistic manner.[17]

23. In spite of the early stage of the process in most countries, CCAs and UNDAFs are serving additional purposes, such as round tables and consultative groups (Bolivia, Bhutan and Ghana). The CCA is increasingly recognized as a major reference document for other partners for their own programming, be it the World Bank or, as in Zimbabwe, bilateral donors. Building on this positive evolution, countries that had prepared CCAs before the issuance of the guidelines are revisiting them, deepening the analysis component and widening the range of stakeholders (Ghana, Kenya, Malawi, Mozambique, Romania and Viet Nam).

Challenges

24. Progress so far achieved shows that the CCA and UNDAF processes are indeed modifying the way the United Nations system collaborates at country level. The impact evaluation of UNDAF, expected for the 2001 triennial comprehensive policy review, in accordance with paragraph 63 of General Assembly resolution 53/192, will provide an opportunity to take stock of progress made.

25. Meanwhile, there are several challenges ahead, which affect the relevance of these two instruments and their usefulness to strengthen coherence of the United Nations system's role in development.

Substantive focus

26. A first challenge is the substantive focus of these two instruments. Their relevance to the harmonized and coordinated implementation and follow-up to global conferences is highlighted in other parts of this Addendum.[18] Supporting Governments, at their request, in achieving the goals of the major conferences, is at the core of the system's work at the country level. In order to stress the substantive focus of this work and its cross-sectoral orientation, the United Nations Senior Management Group, led by the Secretary-General, agreed in 1999 on two strategic goals in support of national priorities, namely, halving extreme poverty by 2015 and promoting girls' education. Concept papers have been agreed and action plans are being prepared. How to operationalize these through use of CCA and UNDAF is an issue the UNDG has just started to tackle.

Implications on CCA/UNDAF for the simplification of programming procedures

27. Rationalization and simplification of relevant programming procedures[19] constitute another major challenge for United Nations system organizations. As indicated in document E/2000/46, sect. II, the UNDG has placed simplification and harmonization of rules and procedures among its priorities for 2000, in accordance with Economic and Social Council resolution 1999/6.

28. One of the expectations of the UNDAF as an instrument of the Secretary-General's initiated reform process was the possible simplification of country

[17] In India, for example, gender and decentralization constitute the two objectives of the UNDAF. A rights-based approach was used in Bangladesh, Colombia, Morocco, and Nepal to define the United Nations strategic contribution to the sustainable development of the country.

[18] See sect. VI below.

[19] Economic and Social Council resolution 1999/6, paras. 6 and 12.

programming procedures of individual organizations, reducing documentation requirements in the pre-programming phase. The General Assembly had called for steps in this direction through the introduction of the country strategy note (CSN),[20] in the countries that decided to adopt it.

29. The increasing use of UNDAF has generated high expectations for a more integrated, collaborative and harmonized approach to programming at the country level, consistent with the provisions of General Assembly resolution 53/192, paras. 17-22 and the United Nations reforms process initiated by the Secretary-General in 1997, while retaining the distinctiveness and special focus of each organization. UNDAF, and the use of CCA as an essential step in its formulation, provide opportunities to streamline collaborative programming procedures both among UNDG members and within the entire resident coordinator system (RCS), which involves the entire United Nations development system.

30. CCA and UNDAF are also helping in the rationalization and simplification of procedures among agencies. The following progress has been achieved:

31. The decision to have a CCA as the basis for an UNDAF indirectly simplifies the procedures to harmonize country programming. It generates a common analytical basis and a database, to which all can refer, in defining the system's support in a given country.

32. A broad CCA indicator framework has been adopted by UNDG organizations. It is based on the international objectives and targets identified in the major United Nations conferences, to be adapted to national circumstances. This common indicator framework reduces the work required to produce overall basic statistical information on development areas necessary to help prepare individual strategic documents.

33. As a result of this initiative, UNDP has reduced the requirements for the formulation of country programmes by no longer requiring the Advisory Note (which is now optional for country offices, replacing it and programme outlines with the UNDAF).[21]

34. UNFPA has simplified the procedures required to formulate its country programmes, devising new programme guidelines that integrate those procedures with the CCA and UNDAF, where available.

35. The UNDG has focused its priority attention on two complementary issues, closely related to the UNDAF process, for rapid progress. By mid-2000, common guidelines[22] will be issued for country teams on joint programmes and on joint mid-term reviews of individual country programmes, paving the way for enhanced collaboration among system organizations, beyond UNDAF, in the implementation of programmes and their review.

Timing of the processes

36. Another issue that requires monitoring is the UNDAF timeline that UNDG proposed to country teams in May 1999, and its synchronization with the individual

[20] General Assembly resolution 47/199, para. 9.

[21] The UNICEF Executive Board did not agree to subsume the country note to the CCA/UNDAF, although UNICEF management had proposed that innovation.

[22] See E/2000/46, sect. II.

country programmes and projects that would derive from the UNDAF.[23] It is crucial that the sequence be respected, from CCA to UNDAF and then to country programmes and projects, in order to ensure effective implementation of the UNDAF common objectives.

Comprehensive approach to crisis

37. The CCA, originally conceived as a development tool, is increasingly being used in crisis and post-conflict countries. Currently, eight such CCAs are in draft or finalized form. These may be useful both in relation to the consolidated appeal process (CAP) and UNDAF responses in the recovery phase. UNDG is currently working with the Office for Coordination of Humanitarian Affairs of the Secretariat to review links between CAP and UNDAF.

Collaboration with the Bretton Woods institutions

38. Field experience with the actual interface of the CCA/UNDAF, the comprehensive development framework (CDF) and the poverty reduction strategy papers (PRSP) is slowly increasing. UNDAF and the World Bank's country assistance strategy (CAS) are considered as the business plans of, respectively, the United Nations system and the World Bank in specific countries. CCA is widely accepted as a basis for other instruments, such as CDF and PRSP. A joint and commonly shared analysis of a country's key development challenges will provide a strong basis for an effective partnership, a higher impact of development actions and a more effective use of national capacities. The UNDG has encouraged the World Bank and the International Monetary Fund (IMF) to deepen their participation in the CCA and UNDAF processes. At the country level, the Bretton Woods institutions usually participate in the CCA and UNDAF processes, as members of the country team. In Ghana, for example, work on the CDF was seen as a natural extension of the partnership developed through the CCA and the UNDAF with the Bretton Woods institutions.

Participation of civil society

39. A continuing challenge is the effective involvement of relevant segments of civil society and the private sector in the policy debates generated by the CCA and UNDAF processes. Few examples currently exist of successful, systematic participation of these actors in the two exercises. Meaningful examples are the cases of India or Uganda.

Recommendations

40. The Council may wish to:

(a) Take note of the progress made in the implementation of CCA and UNDAF, in accordance with the provisions of General Assembly resolution 53/192 and Economic and Social Council resolution 1999/6;

(b) Request the governing bodies of the United Nations funds, programmes and specialized agencies to ensure consistency between the objectives of their individual country programmes or projects submitted to them for approval, and the

[23] In Cambodia, for example, some agencies, including UNICEF and UNFPA, had to initiate the preparation of their country programmes, while the UNDAF was still under formulation.

common objectives, established in the UNDAF and agreed by the Government concerned;

(c) Encourage the Bretton Woods institutions to strengthen their participation in the CCA and UNDAF exercises;

(d) Urge all United Nations funds, programmes and special agencies to support and participate actively in the system-wide learning network, established to identify lessons and good practices from countries undertaking the CCA and UNDAF;

(e) Encourage all United Nations system organizations and relevant departments to adapt the CCA to crisis and recovery phases, as well as to adapt the UNDAF process as a framework for subsequent programmes that integrate humanitarian and development assistance, including natural disaster prevention and mitigation, as part of their comprehensive approach to countries in crisis.

IV. Harmonization of programming cycles

41. The General Assembly and the Economic and Social Council have, for some time, given attention to synchronization of the programming cycles of United Nations system organizations, most recently in paragraph 6 of Economic and Social Council resolution 1999/6. The Joint Consultative Group on Policy (JCGP) first and UNDG more recently have promoted related initiatives. General Assembly resolution 47/199 specifically called for such harmonization, notably among UNDP, the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), World Food Programme (WFP), the International Fund for Agricultural Development (IFAD) and the UNDP-administered funds.[24] The actual harmonization of the programme cycles should be conducted in full consultation with recipient Governments.

42. It should be recalled that not all United Nations organizations work on a country programme basis. Some agencies use a short cycle (a two-year budget cycle). Others operate on a project-by-project basis. In these cases, harmonization of programming cycles presents difficulties and a degree of flexibility needs to be adopted to pursue the objective of harmonizing cycles of organizations that apply a country programme approach and the practice of those organizations that follow a different approach.[25] Partial harmonization of programme cycles in countries with a large representation of the United Nations development system represents a continuing challenge to collaborative programming,[26] but progress is under way,

[24] See General Assembly resolution 47/199, para. 10, which also requests that further consideration be given to the introduction of budgetary cycles on a rolling-cycle basis; see also resolution 44/211, para. 17 (c) and resolution 46/219, para. 18 (a).

[25] Examples of this flexibility can be seen through the information provided by the RCS through the 1999 annual reports (see, for example, the report for Panama). However, not all agencies, in all countries, manage to bypass the inconveniences of such discrepancies. Typical are the problems that WHO, as an organization that works with biannual budgets, meets in harmonizing programme cycles, even though its collaborative approach and its involvement in the CCA and UNDAF is confirmed also at the country level (see the 1999 annual report of the RCS in Maldives).

[26] See, on this theme, the 1999 annual report of the RCS in Kenya, that shows the advantages of a partial harmonization among few funding agencies, and the drawbacks of the inadequate participation of most specialized agencies.

based on UNDAF, such as in Zimbabwe, where ten United Nations agencies or entities have harmonized their programming cycles.

43. Progress in the harmonization of cycles has proven difficult. In 1993, the Joint Consultative Group on Policy (JCGP) planned to achieve an 80 harmonization of cycle by 1996, as concerns the programming cycles of UNDP, UNFPA and UNICEF.[27] By 1995, only 27 per cent (28 countries) had achieved that objective and for another 50 per cent (52 countries), harmonization was agreed for the next cycle. In 1996, JCGP agreed on a target of 90 per cent by the next programming cycle.

44. In May 1999, UNDG adopted a new plan for specific and early steps and set this as a precondition for UNDAF preparation. (Indeed, countries cannot fully benefit from CCA and UNDAF without greater harmonization of cycles.) Moreover, in response to Economic and Social Council resolution 1999/6, paragraph 6, UNDG has requested country teams to draw up local action plans with clear timeframes. The following results have been achieved. As of December 1999, 98 per cent of countries qualifying for harmonization had done so, an increase of 73 per cent since August 1998,[28] and 95 countries will be harmonized by the year 2005.[29] The objective of harmonization of the programme cycles in a country is subject to volatility, especially when a new cycle starts. Constant discipline and monitoring must be exerted by each organization to ensure the achievement of a harmonized cycle. Therefore, UNDG has put in place a monitoring mechanism to ensure that the substantial progress made with the recent overall plan will be maintained in the future.

45. Since 1991, the General Assembly has also urged that United Nations programming cycles be harmonized with national budget or planning cycles.[30] This form of harmonization has not yet been addressed in a systematic way. It is more complicated than originally expected, particularly since Governments do not always adopt national plans nor do they follow fixed timeframes for their development strategies. Budget cycles may also vary and political events may supersede plans. In several cases, governments do not have a formal planning period, or alternatively do have only a one-year budget cycle. The use by some Governments of three-year rolling cycles, especially when implementing structural adjustment frameworks, should not represent an obstacle to this type of harmonization.[31] Several of the 1999

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[27] See E/1993/73, para. 35.

[28] For a detailed information, country by country, on the plans for the harmonization of programme cycles, see table 1.

[29] UNDG estimates that there were 47 countries where harmonization is not appropriate due to a limited presence of the United Nations system organizations or limited size of their programmes. In another group of 14 countries, harmonization of programme cycles is not feasible for the prevailing uncertainty or unstable situation that these countries face. However, information based on 1999 annual reports of the resident coordinator system shows that this group could be reduced. Efforts are under way to achieve harmonization of programme cycles in Angola, which used to be included in this last group.

[30] General Assembly resolution 47/199, para. 10, requests the funding organizations of the United Nations system to adapt, where appropriate, their cycles to national budget cycles, plans and strategies; see also General Assembly resolution 44/211, para. 17 (c) and resolution 46/219, para. 18 (a), which requests the harmonization and adaptation of the programme cycles of all funding agencies of the United Nations system to the planning periods of national Governments.

[31] General Assembly resolution 44/211 called for consideration to the introduction of budgetary cycles on a rolling-cycle basis. The use of a rolling-cycle basis for budgeting has not yet been

resident coordinator annual reports refer to efforts undertaken to harmonize United Nations programme cycles with national development plans.[32]

V. Field-level coordination

46. The General Assembly, in its resolution 53/192, paragraphs 5, 6, 23 and 25, highlighted the need to intensify field-level coordination.

47. In his last report to the Council on operational activities,[33] the Secretary-General drew attention to the significant role that the RCS plays in harnessing support to recipient countries, when their Governments seek it in order to conduct and coordinate external assistance under the overall responsibility of the Government. Field-level coordination of operational activities for development of the United Nations system is a supportive part of this overall effort of coordination.

48. Although the distinctiveness and specific focus of each system organization should be preserved for the significant contribution that each of them can provide, it is clear that the overall functioning and impact of the United Nations are improved when all programmes and projects supported by the United Nations system are conceived as part of a more coherent presence of the system at the country level.

49. This explains the attention devoted in recent years to fostering field-level coordination initiatives within the United Nations system. There is an increasing awareness of the importance of pursuing development as an integrated contribution of the system as a whole, by better harmonizing initiatives at the country level and intensifying their integration and responsiveness with development priorities, plans and strategies of the host country.

50. A number of mechanisms have been designed in recent years to enhance coordination within the United Nations system at the country level. These mechanisms function as part of the RCS and include field-level committees, thematic groups, common premises and shared services. They are increasingly based on system-wide processes, such as the CCA and UNDAF. They may entail arrangements for policy dialogue with the government and other actors, joint analyses and establishment of common databases, harmonization of strategic approaches, and collaborative programming and joint actions. More and more, information technology (IT) and the World Wide Web are also becoming important tools to support field-level coordination.

51. Some coordination mechanisms go beyond the RCS, such as the round tables process and consultative groups meetings, including sectoral or thematic versions of these two arrangements. Moreover, there are ad hoc mechanisms, such as donor contact groups or working groups established around specific issues or geographical areas.

52. Successful efforts at collaborative programming among several organizations, sometimes involving bilateral donors or other international institutions, have further

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generalized in the United Nations system, although some organizations have adopted that approach (e.g., UNDP).

[32] See, e.g. the case of the 1999 annual reports for Cape Verde, Fiji, Guinea-Bissau, the Islamic Republic of Iran, Madagascar and Namibia.

[33] E/1999/55/Add.1.

energized field level coordination. Arrangements to mobilize involvement from national partners are becoming more frequent. Also significant is joint funding. The financial support provided by the United Nations Foundation to such cases as common projects on advancing conditions of health, education and prospects of adolescent girls is a good example of this tendency.[34]

53. The 1999 resident coordinator annual reports show progress in the coherence of many country teams, often related to the implementation of CCA and UNDAF. Interest is growing among organizations with country representatives, to advance both the work of the individual organization and the team effort of the resident coordinator system.

54. This progress is taking place at a time of reduced funds to support operational activities of the United Nations system. Evidence abounds that country teams face severe cuts in programme activities, with the consequent loss of opportunities to render the requested service to recipient countries effectively and respond in the most cost-effective way.

55. As described in the previous reports of the General Assembly and Economic and Social Council, country teams benefited from the team-building contribution of the so-called thematic groups, which are typical instruments for field-level coordination.[35] Thematic groups are proving very useful for inter-agency attention to cross-cutting issues. They focus on skills and comparative advantages of different parts of the system, provide focal point roles to different member agencies, and often engage the host government and other actors. Country teams benefit from the substantive and team-building aspects of these groups. Many are associated with the CCA and UNDAF preparation, while others are instruments for global conference follow-up. They foster policy dialogue with other local actors and regular consultation within the United Nations system.

56. Another form of consultation, similar to the thematic groups but more concentrated, is the "retreat" of the RCS. Resident coordinator annual reports show these retreats to be increasingly used at the country level and sometimes subregionally to focus on specific concerns, to review activities in progress, including the advocacy role of the United Nations system, and to define the responsibilities of team members for various administrative and substantive issues. They often include the participation of government agencies concerned. These also serve the purpose of review of annual work plans of the resident coordinator system and self-evaluation. Recurring priority areas are HIV/AIDS, gender, other general conference follow-up, as well as joint support in response to natural disasters and other national emergencies where they can occur. In spite of the effectiveness of "retreats", availability of the required resources are often cited as limitations to active participation and to cooperative actions in these types of initiatives.

Shared services and joint training

57. In the course of the past year, the processes of field coordination have been advanced by further progress in the area of common services (see also sect. VIII below.) A number of annual reports also refers to conduct of local workshops and joint training activities for resident agencies. These include sessions on security of

[34] See, "One World" conferences, publications concerning the "Race for Life" project etc.

[35] See A/53/226/Add.1, paras. 38-41 and E/1999/55/Add.1, paras. 49-62.

personnel and facilities, gender sensitization, interpersonal relations and team-building and common administrative procedures.

Information technology

58. Field-level coordination has found new expression through expanded access and use of information technology (IT). Notable steps are being taken at the country level, in addition to those through agency headquarters and inter-agency arrangements. Annual reports frequently refer to the valuable substantive knowledge capacity being gained through IT. Conduct and monitoring of programmes is becoming increasingly dependent on IT, and this also enhances public awareness. Currently, over 43 country teams have established Internet sites to facilitate their work and connect with a wider audience. Most of these have been set up in the past few months. UNDP and some other agencies have additional Internet and Intranet sites.

59. The establishment of such sites facilitates dissemination and advancement of the work of the RCS. This also necessitates and promotes enhanced access and communication skills and new technical facilities and capacities to function within and outside the system.

60. The annual reports often mention the supportive role of "RCNet", the new web site managed by the United Nations Development Group Office. This network provides valuable information on current issues and latest developments relevant to the RCS. Another UNDG web site, "DevLink", is currently under construction. DevLink is intended to become a source of substantive support to country teams and the system at large. It will make use of materials available on cross-cutting issues from among UNDG members and others, provide greater access by country teams to this body of knowledge and likewise give greater immediacy to the work of the system.

61. CCPOQ has also recently established an Intranet site. This gives country teams and headquarters units a "virtual" manual and reference library of the Administrative Committee on Coordination guidelines, reports, sessional papers and related information, putting the United Nations system at the fingertips of the country office. These steps are in addition to the already existing Intranet and Internet sites of the United Nations and all ACC member organizations, which are also greatly expanding and improving. The Inter-Agency Office of the Department of Economic and Social Affairs maintains a central point for connection to all of these and for information on ACC deliberations and products. The Economic and Social Council web site is an additional source of support to country teams by providing updated information on official documents, resolutions and decisions of the Council and its deliberations, which are relevant to operational activities for development.

62. The consideration by the Economic and Social Council of the topic "Development and international cooperation in the twenty-first century: the role of information technology in the context of a knowledge-based global economy" at its high-level segment in 2000, and the impetus for further action to be derived from that topic, including in relation to development activities by the United Nations system, should lead to many innovative results at country level.

VI. Country-level follow-up to global conferences and operational activities

63. The coordination segment of the Economic and Social Council in 2000 is devoted to an assessment of the progress made within the United Nations system in the promotion of the coordinated follow-up to the major United Nations conferences and summits. The Secretary-General's report for the Coordination segment provides a comprehensive analysis of the subject.[36] The paragraphs below, relating mainly to country-level activities, should be read in that context.

64. The focus of conference follow-up, including the five-year review of conference implementation, has in recent years shifted to national implementation modalities and mechanisms, particularly those addressing conference outcomes in a more coordinated and integrated fashion. The United Nations system has consistently pursued coherence between country-level conference follow-up and programming of its operational activities for development, mainly through the introduction of the UNDAF and the CCA (including the CCA indicator framework).

65. Although Governments have the primary responsibility to implement conference outcomes in a coordinated and integrated manner by setting up objectives for the national development programmes, which address conference outcomes from the national perspective, the United Nations system organizations provide neutral and universal support to programme countries to facilitate their task.

66. Past assessments[37] showed that good progress was made in ensuring that the sum of conference outcomes can serve as objectives for United Nations system programmes, particularly with respect to cross-cutting themes and multi-sectoral areas. The lead agency concept was very effective in supporting Governments in the conference follow-up. Thematic groups effectively added the cross-cutting element to the lead agency approach, by ensuring that all interested agencies and stakeholders joined the effort by providing their perspectives. Similarly, country-level mechanisms such as round tables and consultative committees and other mechanisms,[38] fostered the involvement of other relevant actors in the follow-up to global conferences, which, in some cases, became instrumental in linking local development projects/programmes with policies and actions at the national and international levels.

67. The ACC second guidance note on the integrated follow-up by the United Nations system to the major United Nations conferences, along with the ACC note entitled "Freedom from poverty: actions and partnerships" (both dated September

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[36] For a comprehensive analysis of the subject, see E/2000/___.

[37] E/1998/48; E/1998/44; E/1999/55/Add.1.

[38] For example, in Egypt, the Social Development Focus Group, where the resident coordinator system acts as the coordinating mechanism, was established in cooperation with the Government. The Group intends to support and follow up on the national commitments related to the conference on social development and mobilize additional resources from donors to assist the Ministry of Social Affairs in formulating a social development strategy. Another example, is the cooperative action materialized in the country in view of the emergence of large-scale national projects geared to fight poverty and to improve sustainable livelihoods. The collaborative efforts will provide the umbrella mechanisms for concerted work on the part of system organizations as well as the donor group. An ad hoc sub-donor group, of the major bilateral programmes, United Nations system organizations and international NGOs, on poverty was formed with a rotating chair.

1998) and the outcomes of the ACC inter-agency task forces,[39] provide a set of system-wide policy guidance to help the resident coordinator system engage in conference follow-up in a more strategic, integrated and coordinated manner. These tools were devised to help the resident coordinator system to gain a better understanding of how each agency can bring its expertise to bear in support of poverty reduction. In some cases, they were used as a framework for the translation of conference goals into agencies national policies and operational activities. The task force outputs have been distributed at headquarters and country levels. For example, UNICEF has included them in the United Nations system materials to its country representatives for the implementation of goals and plans of action of the international conferences.[40] Other organizations have similarly informed their staff. Resident coordinators suggested that those sets of guidance notes should be further supplemented with operational tools for country specific application.[41] This need is confirmed by a preliminary analysis of the resident coordinators annual reports of this year,[42] which still shows a limited application of the task force guidelines in programme countries.

68. At this still early stage of implementation, both UNDAF and CCA have been shown to have the potential to become the main instruments for a system-wide integrated follow-up in the process of planning, programming and action at the country level. It is expected that their further application will be strengthened during 2000 through the CCA Indicator Framework, which is expected to reinforce the use and adaptation of conference indicators at the country level.

69. Establishment of quality national data sets relevant to conference follow-up is a key element for success of conference action plans. Such data help convert the mosaic of indicators into key measures.[43] The CCA process, including the CCA indicator framework, can help greatly here. Moreover identification of linkages among conference goals facilitates the development of integrated sectoral and cross-cutting activities. The evaluation of CCA and UNDAF expected in 2001 will assess the effectiveness of these instruments for translating conference outcomes into actual development assistance programmes and consequent development results.[44]

70. Notwithstanding the progress made, a gap continues between conference outcomes and the objectives and priorities of United Nations system assistance programmes. This is a concern of resident coordinators and country teams.[45]

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[39] The ACC inter-agency task forces were established by ACC respectively on basic social services for all (April 1998), full employment and sustainable livelihoods (March 1997), and an enabling environment for economic and social development (October 1997).

[40] See the 1999 annual report of the UNICEF Executive Director to the Economic and Social Council.

[41] See DGO analysis of the 1998 resident coordinator annual reports.

[42] A more thorough synthesis of the 1999 resident coordinator annual reports will be prepared by DGO for the July session of the CCPOQ Working Group on the Resident Coordinator System.

[43] The United Nations system in Lebanon (see 1999 annual report of the resident coordinator system) established in 1998 the basis for integrated implementation of global targets emerging form the United Nations international conferences of the 1990s. For each of the 10 conferences, a series of indicators was compiled and/or developed and relevant data collected and processed. All the information was placed on a web site for interactive use.

[44] See General Assembly resolution 53/192, paras. 22 and 63 on the overall evaluation of CCA and UNDAF, and Economic and Social Council resolution 1996/6, para. 15, on the integration of conference goals into their programme priorities in a coherent manner.

[45] See the 1998 resident coordinator annual reports review conducted by DGO in 1999.

Country-specific tools and advice, country-specific frameworks and models, and appropriate base-line data all need further development. It must also be recalled that most decision-making and funding continue on a sectoral basis, internationally and nationally. Stronger linkages are needed between and among government units, civil society entities and international agencies.

71. Two new major efforts to overcome this problem are the girls' education strategy[46] and the poverty action strategy[47] designed by UNDG in 1999 and endorsed by CCPOQ on behalf of ACC. The CCA/UNDAF process will support both of these. They have also been included as priorities in the Secretary-General's "Millennium report" (A/54/2000). They have already received attention and intentions for funding at the recent Dakar conference on education in Africa.

Recommendations

72. The Council may wish to:

(a) Encourage United Nations system organizations to continue to develop national data sets on key indicators related to global conferences, within the context of the CCA indicator framework;

(b) Link the above efforts to country-specific poverty eradication and other cross-cutting initiatives.

VII. Gender and development

73. The General Assembly, in its resolution 53/192, paragraphs 25, 46 and 47, stressed the need for gender mainstreaming in United Nations operational activities in all fields and particularly in support of poverty eradication.

74. The past few years have witnessed a shift in government policy in many countries, encouraging the mainstreaming of gender issues in policies and programmes, though these intentions remain limited where countries lack adequate capacities and resources. The United Nations system is seeking to support and encourage gender mainstreaming in many ways. Agencies have intensified their efforts to assure a gender perspective in their management strategies and operational activities. Progress is under way throughout the United Nations system to implement the 12 critical areas of concern in the Beijing Platform for Action. Details are provided in the assessment of the implementation of the system-wide medium-term plan for the advancement of women (1996-2001) (E/CN.6/2000/3).

[46] CCPOQ, at its sixteenth session, in March 2000, considered and fully endorsed the concept paper on the United Nations 10-year programme on girls' education initiated by UNDG, and invited agencies to contribute to the implementation of the initiative in their area of competence. In addition, CCPOQ endorsed the proposal to elaborate a statement for adoption by the ACC in support of the girls' education initiative and for possible input to the special session of the General Assembly on the implementation of the outcome of the World Social Summit and the five-year review of the Fourth World Conference on Women scheduled for June 2000. ACC adopted the statement in its last session in April 2000.

[47] This initiative, entitled "Halving extreme poverty: an action strategy for the United Nations", was an attempt to build on ongoing initiatives, including the ACC statement on poverty (May 1998) and the freedom from poverty action plan endorsed by CCPOQ in September 1998. ACC supported this initiative in its April session, and encouraged agencies to submit written comments with a view to finalize the paper in time for the next ACC session in 2000.

75. The United Nations reform agenda expands opportunities to leverage resources and political will, build capacity and mainstream gender equality and women's empowerment. UNIFEM has taken advantage of this opportunity to create synergy by expanding its field office network to better support the resident coordinator system, by leading the UNDG Subgroup on Gender, as well as through their involvement in other innovative inter-agency initiatives.

76. The UNDG Subgroup on Gender has focused its efforts on the CCA and UNDAF guidelines and the resultant efforts, in particular as concerns assuring a gender perspective in the text and indicators. The Subgroup also provides support to the gender theme groups at the field level. A gender resource map, listing gender advisers and specialists, is being developed and will soon become available through the RCNet. Another system-wide inter-agency effort is the compilation of a "good practice" compendium (http://www.unifem.org/goodpractices).

77. Most of the 1999 annual reports of the resident coordinators reflect considerable interest, and cite numerous initiatives in support of governments to advance the recommendations of the General Assembly and the Economic and Social Council. These reports reveal that more than 38 country offices have established gender theme groups. Many workshops have been held, or are being organized, on subjects including health and education of teenage girls, trafficking of women, management skills, impacts of poverty on women, ownership of agricultural lands, women's rights and related legislation and greater participation in civil government. Generally held under the auspices of the resident coordinator, these are often joint efforts with other agencies or in collaboration with government agencies and NGOs.

78. Relevant to the work of country teams, and in support of Governments, is a comprehensive compendium and analysis of actions by Member States, entitled "Review and appraisal of the implementation of the Beijing Platform for Action" (document E/CN.6/2000/PC/2). This was compiled by the Department of Economic and Social Affairs in preparation for the special session of the General Assembly entitled "Women 2000: gender equality, development and peace in the twenty-first century".

79. To assist Member States and the resident coordinator system in the operationalization of gender mainstreaming, the Department, in collaboration with UNDP, carried out a major study on sub-Saharan Africa, assessing gender mainstreaming in governance and poverty eradication programmes.[48] The Department has also prepared a report on the subject, with recommendations and a work plan for the immediate medium and longer term, to be published in conjunction with the special session.

80. The Department has established a task force to manage a project to help build up capacities of national machinery for the advancement of gender equality. It promotes the mainstreaming of a gender perspective in national planning through assessments of current status and subregional workshops. It also aims to strengthen data collection and analytic capacity to produce gender disaggregated data related to the Convention for the Elimination of Discrimination against Women and its management information systems.

[48] The study is entitled "Assessment of gender mainstreaming and empowerment of women in sub-Saharan Africa".

81. With respect to women in extreme poverty, various initiatives have been launched for better access to credit, small business ownership and management. Many of these are still to show tangible results. The Department is preparing an Internet database on microcredit and microenterprise to provide a forum for dialogue on effective poverty reduction strategies. Initial consultations are being held with regional banks, United Nations agencies and other international organizations with substantial capacities to negotiate microcredit. An on-line working group is being established to facilitate exchanges on experiences, outcomes, and lessons. This will be followed by two subregional round tables, to promote dialogue and institutional and policy support, and to establish a consensus on packages of support for microenterprise development for women limited means.

82. The role of women in peace-building is another area where Governments and the NGO community are increasingly engaged. The Department has published a needs assessment study focused on Africa between 1997 and 2000. This study reviewed activities promoted or implemented by United Nations agencies and the Bretton Woods institutions, as well as international and national NGOs, relating to conflicts and post-conflict situations. A related regional workshop is to be held later this year, in consultation with the Organization of African Unity (OAU), the Economic Commission for Africa (ECA), the African Women's Committee on Peace and Development and UNDP-Addis Ababa.

83. In another effort on this important subject, UNIFEM has published *Women at the Peace Table* (2000). By drawing on interviews with prominent women peace leaders, it highlights the different strategies that women have employed to make a positive impact on peace negotiations. The publication is to promote women's leadership through cross-regional learning.

84. At the request of the Senior Management Group, UNDG was asked to prepare a system-wide initiative on girls' education. Under the leadership of UNICEF, the UNDG Working Group on Girls' Education developed a comprehensive action strategy. The initiative was launched by the Secretary-General in April 2000. It aims at eliminating gender discrimination and gender disparity in education systems through action at national, district and community levels. The initiative will seek to bring together existing resources at the country level and use them more effectively. It will also aim at mobilizing significant new resources.

Recommendations

85. The Council may wish to:

(a) Further encourage the current efforts under way for gender mainstreaming in support of government concerns;

(b) Urge full support by United Nations entities and all other related international and national bodies for the girls' education initiative; and

(c) Call upon the entities of the United Nations system, especially UNDG members, to incorporate the outcome of the twenty-third special session of the General Assembly into strengthened operational activities for development, ensuring that adequate resources made available for their effective implementation, as well as to sustain the required monitoring capacities.

VIII. Common premises and sharing of administrative services

86. Several steps are under way to support the planning, implementation and oversight of the "United Nations House" programme. In 1998, the Secretary-General endorsed a definition and criteria for identification of a United Nations House. Also established were a new methodology for selection of additional common premises or United Nations Houses, and an executive decision-making process to facilitate the entire process. The guidelines on the administrative management of the resident coordinator system, approved by CCPOQ on behalf of ACC in 1998, have promoted common services by providing a basis for equitable co-management by users. New guidelines on operational management of common services are currently being developed, and additional guidance and support are being provided to the country teams.

Common premises

87. Between 1996 and December 1999 a total of 36 United Nations Houses were inaugurated or designated. Since 1998, the UNDG Subgroup on Common Premises and Services has regularly reviewed proposals from country teams on sharing common premises and on meeting the requirements for a United Nations House. The Subgroup reviewed 55 proposals in 1998 and 58 in 1999, and undertook 24 missions to a total of 36 countries since 1998.

88. The following results have been achieved in creation of United Nations Houses since 1996:

Year	*Status*	*No.*	*Countries*
1996-1997	UN houses inaugurated/ designated	4	Lesotho, Malaysia, Russian Federation, South Africa
1998	UN houses inaugurated/ designated	26	Algeria, Armenia, Azerbaijan, Belarus, Bhutan, Bulgaria, Cape Verde, Comoros, Costa Rica, Eritrea, Ethiopia, Honduras, Lebanon, Libyan Arab Jamahiriya, Lithuania, Maldives, Mauritius, Nepal, Papua New Guinea, Philippines, Poland, Samoa, Sao Tome and Principe, Swaziland, Turkmenistan, United Arab Emirates
1999	UN houses inaugurated/ designated	6	Belgium, Belize, Latvia, Pakistan, Republic of Moldova, Ukraine
2000-2004	Proposed UN houses under consideration		The target is set for five UN houses to be designated in 2000 and five more in 2001, and to bring the total to at least 50 by 2004.

89. In addition, a consolidated common database and lease management maintenance software (Aperture) was developed during 1997 and 1998, and completed in 1999, to facilitate management of country office premises. Updating and enhancing the Aperture and production of management reports has been an ongoing effort.

Common services

90. The UNDG Management Group on Services and Premises is also developing guidance on common and shared services. As a first step, it collected information and established a database on 126 country offices. A workshop evaluated experiences and developed guidelines to enhance these operations. The Management Group is now developing model service agreements for country teams, proposing possible standards for service provision and performance measurement, and suggesting governance arrangements, including accountability and cost-recovery aspects.

91. Though there is general agreement that participating in common premises and services arrangements can yield significant benefits, progress has been limited due to certain challenges. Many of these can be overcome, but some areas continue to require further action. Issues include:

(a) Many existing premises are too small to accommodate the staff of the four UNDG Executive Committee members;

(b) Move to a United Nations House may initially result in an uneven financial burden, with cost benefits for some and higher costs for others. Support for these initiatives is needed;

(c) The modality of seeking occupancy-ready rent-free premises from governments needs more attention, as the most convenient way to establish a United Nations House;

(d) Obtaining government land grants for office construction tends to be the highest-risk and least preferable way to proceed;

(e) Use of outsourced professional and technical expertise can be valuable in analysing country team proposals;

(f) Harmonization of relevant terms and conditions of the basic cooperation agreements of the UNDG partners facilitates negotiations with governments on office space;

(g) Harmonization of administrative services, and training in administrative practices and common services, are needed to facilitate these arrangements;

(h) Greater use of information technology (IT) can increase cohesion and cooperation. Sharing IT services, establishing a global information network on lessons learned and good practices and creating "virtual" United Nations Houses can be quite beneficial.

Recommendations

92. The Council may wish to:

(a) Take note of progress made in increasing the number of United Nations Houses and the approach adopted to augment common premises and services, and may wish to encourage further progress based on the principles of shared governance, transparency, quality assurance and demonstrated benefits both to the system and the country concerned;

(b) Recommend that the executive boards of the funds and programmes consider the subject of further progress to achieving common premises and shared services, possibly at an upcoming joint session of the boards, and consider a joint programme of action, including appropriate cost-sharing and adequate financing; and

(c) Encourage Member States to make available, where possible, appropriate premises for a United Nations House.

IX. Regional dimension

93. In paragraph 41 of its resolution 53/192, the General Assembly stressed the importance of the regional and subregional dimension in United Nations operational activities and encouraged the resident coordinators to secure greater involvement of the regional commissions in CCA and UNDAF, as appropriate. The Council, in its resolution 1998/46, annex III, also urged improved coordination of activities of the regional commissions and various United Nations entities. Following upon last year's report on operational activities, the Economic and Social Council, in paragraph 8 of its resolution 1999/6, reiterated its concern for the regional commissions fully to be brought into the CCA and UNDAF processes.

94. Regional coordination meetings, under the chairmanship of the Deputy Secretary-General, were organized by the five regional commissions between February and June 1999. The meetings identified the priorities for the respective regions in which the United Nations could take supportive action. It was agreed in all cases that existing coordination mechanisms should be enhanced and made more effective in order to achieve greater coherence in the activities of the United Nations system at the regional or interregional levels. The coordination meetings for the regions covered by the Economic Commission for Europe (ECE) and the Economic Commission for Latin America and the Caribbean (ECLAC) decided to give special attention, respectively, to the transition economies and the Caribbean subregion. For Africa, the co-Chairs of the ACC Steering Committee on the Special Initiative (the Economic Commission for Africa (ECA) and UNDP) were requested to prepare a report containing detailed proposals on how the Special Initiative could play this coordinating role more effectively. For the Economic and Social Commission for Western Asia (ESCWA) region, the link between issues of peace, security, democracy and development in the region was underscored. It was agreed that for all the regions regular follow-up meetings should be held under the aegis of the Executive Secretaries of the regional commissions. A second round of regional coordination meetings, under the chairmanship of the Executive Secretaries, took place in the first half of the year 2000.

95. It is apparent that more systematic mechanisms are taking shape, leading to an increase of joint activities and programmes. The coordination arrangements are also providing a useful impetus to the integrated follow-up of the global conferences, as in the ESCWA region, where the Arab Conference on Integrated Follow-up to the United Nations Global Conferences was held in Beirut in late 1999. Implementation of the recommendations of this meeting are being facilitated by a project funded by UNDP, involving participation of the various concerned United Nations agencies and organizations and coordinated by ESCWA. The Regional Inter-Agency Committee for Asia and the Pacific (RICAP) has gone beyond the exchange of information to joint activities involving 14 subcommittees. These include jointly prepared technical meetings and regional review papers, in particular as related to the socio-economic impact of the Asian financial crisis. The Subcommittee on Poverty Alleviation of RICAP, for example, involves 10 agencies and has developed a common programme on empowerment of the poor. Other regions with less formal mechanisms have stepped up their efforts as follow-up to the regional coordination meetings. More detailed information on regional coordination is contained in the Secretary-General's report to the Council on regional cooperation.

96. Regarding the involvement of the regional commissions in the CCA and UNDAF, as foreseen by General Assembly resolution 53/192, the resident coordinator annual reports refer to a number of instances where country teams and regional commissions work together in the process.[49] It appears that country teams that have limited presence in their respective host countries tend to be more active in engaging the non-resident agencies and regional commissions in the CCA and UNDAF process. It is also recognized that the physical distance between the regional commissions and the majority of the country offices in their respective region is an obstacle that prevents the regional commissions from being actively involved in the participatory working process of CCA and UNDAF. It is, therefore, all the more desirable that the resident coordinators give special attention to involve, as appropriate, the regional commissions and non-resident agencies in the preparation and implementation of CCA and UNDAF. The CCPOQ Working Group on the Resident Coordinator System has encouraged all parties to consider and propose ways to improve collaboration on the regional dimension of development, as foreseen by the ACC guidelines. UNDG has organized CCA/UNDAF workshops with ECE in late March 2000. As a result, the implementation of regional conventions, norms and standards could be promoted through the CCA/UNDAF framework. Two more workshops are planned to be held with regional commissions in 2000.

97. For follow-up to the global conferences, the regional commissions' work complement the efforts of the country teams' effort by organizing regional conferences and reviewing progress made at the regional level, in particular as related to the preparation for the five-year reviews of the Beijing, Cairo and Copenhagen Conferences as well the United Nations Conference on Environment and Development (UNCED) review. The regional commissions have been instrumental in the sharing of experience within their respective regions and across regions.

98. The regional commissions support national capacity-building through numerous technical assistance missions and regional- as well as country-level

[49] See also the section on CCA and UNDAF elsewhere in this report.

training workshops. They also prepare and disseminate information on best practices, training manuals and research results in a wide variety of substantive fields. In these activities, the regional commissions make special efforts to support and promote regional and subregional integration processes. For instance, ECE has developed a significant number of operational activities within the framework of the Southern European Cooperative Initiative and the Special Programme for Economies of Central Asia. ESCAP is assisting the Bangladesh-India-Myanmar-Sri Lanka-Thailand Economic Cooperation and the Greater Mekong Subregion initiatives. ECA's work has focused on the implementation of the Abuja Treaty establishing the African Economic Community. ECA has also launched an initiative to address the subregional dimension of post-conflict reconstruction and development in Guinea, Liberia and Sierra Leone. Known as the Mano River Basin Initiative, its aim is to assist the process of post-conflict peace-building within and among the three countries by focusing on development activities. ECA's partners in this project are the United Nations agencies and African regional and subregional organizations, including the African Development Bank, OAU and the Economic Community of West African States. ECLAC is currently implementing about 60 projects in collaboration with concerned national agencies and other entities. ECLAC is also implementing 23 national projects with UNDP support. The report of the Secretary-General to the Economic and Social Council on regional cooperation provides further details.

99. Regarding funds for operational activities, evidence shows that the total resource commitment to intercountry and interregional programmes by the United Nations funds, programmes and specialized agencies have been increasing. These activities are focusing on providing support to South-South cooperation and to networking of various development partners within the region. The detailed breakdown is contained in document E/2000/46/Add.2.

Recommendation

100. The Council may wish to encourage the resident coordinators to further involve the regional commissions and other non-resident agencies in the preparation and implementation of the CCA and UNDAF.

X. South-South cooperation/TCDC-ECDC

101. General Assembly resolution 53/192 requested the United Nations system to take appropriate measures to improve the effective incorporation of technical cooperation among developing countries (TCDCs) into their programmes and projects and to intensify efforts for mainstreaming it. The General Assembly reviewed recent development and trends as well as an assessment of multilateral support to South-South cooperation at its fifty-fourth session. By resolution 54/226, it reaffirmed the request of its resolution 53/192 for mainstreaming the TCDC modality.

102. TCDC continues as a focus for South-South cooperation. The UNDP/UNFPA Executive Board, at its annual session of 1999, urged continued efforts in mainstreaming TCDC as a practical and cost-effective programme delivery mechanism, and urged full implementation of the revised guidelines on the matter. A

manual on how to incorporate TCDC initiatives into programmes of activities is being developed by the Special Unit for TCDC.

103. Also a meeting of United Nations Agency TCDC focal points, in mid-2000, is to finalize the common framework of indicators proposed at the 1999 meeting as a tool for measuring and planning TCDC/economic cooperation among developing countries (ECDC) activities.

104. As regards resource allocations, General Assembly resolution 53/192 requested the executive boards of the funds and programmes to review this, with a view to considering an increase. The 1999 annual session of the UNDP/UNFPA Executive Board stressed again the need to increase resource allocations for TCDC in the next programming period. The Special Unit, at the request of the Board, is preparing a report on budgetary implications for review in 2000.

105. To improve networking, the Special Unit has recently launched the WIDE Initiative (Web of Information for Development: www.undp.org/tcdc/wide). This introduces an array of Internet-based services, including an electronic referral system, a discussion forum and case studies of developing countries' experience, with the aim of fostering communications and more effective cooperation among developing countries.

106. It may also be noted that the Group of 77, at the South Summit held at Havana in April 2000, recommitted itself to, *inter alia*, TCDC/ECDC, as an integral part of mutual relations between the States of the South and an important means of promoting exchange of knowledge, experience, technical advances, skills and expertise.

XI. Humanitarian assistance, peace-building and development

107. The General Assembly stressed several main points in paragraphs 38 to 40 of its resolution 53/192. It recognized that relief, rehabilitation, reconstruction and development are generally not consecutive but are overlapping. It urged a comprehensive approach to countries in crisis, including a strategic framework when appropriate, involving all national and external actors. It also expressed concern at the incidence of natural disasters, the resources necessary to cope with these, and the availability of funding for both development and humanitarian assistance.

108. At the substantive session of 1999 of the Council, the Secretary-General's report on operational activities described a considerable amount of work related to these issues. Moreover, in the humanitarian assistance segment, the Council considered a major report on issues in the transition from relief to rehabilitation, reconstruction and development, and it adopted a detailed set of agreed conclusions (resolution 1999/1). A further report on strengthening the coordination of emergency humanitarian assistance is being presented to the Council at its current session. Also relevant are reports on the development of Africa and on a long-term programme of support for Haiti, under items 6 and 7 (c) of the provisional agenda. Moreover, the Secretary-General's "Millennium report" (A/54/2000) gives specific attention to these matters, especially in the sections on freedom from want and freedom from fear.

109. Entities of the United Nations system have done much in the past year to alleviate crisis and post-conflict situations. This includes widely disparate steps:

helping to start building a new nation in East Timor; flood relief in Mozambique; the start of reconstruction in Kosovo; support amidst conflict in Angola; and continued peace-building in Guatemala, to name but a few. This vital but perilous work has also cost United Nations staff lives in several war-torn countries.

110. Recent events and documentation show that the "comprehensive approach" is proving its worth in that coordination is a key element for effective operations, and that several different structures for coordination and collaboration are being employed. In the light of experience, it is increasingly possible to consider that "relief" and "development" may well be a false dichotomy. It is becoming even clearer that situations, organizations, requirements and funding are not easily categorized, and it may be counterproductive to do so. More important may be to consider "basic" and "downstream" needs and actions; to move beyond the idea of "hand-over"; to emphasize flexible combinations of participation and leadership; to realize that there are many types of "gaps" to fill; to recognize the interlocking importance of many United Nations mandates and responsibilities; to focus on sustainability of rehabilitation; and to encourage national capacity-building to help avert the re-emergence of conflict.[50]

Actions from Headquarters

111. The interlocking memberships among United Nations departments, funds and programmes have enabled the Executive Committees created under the Secretary-General's United Nations reform programme to take up issues in a more integrated manner. They may also undertake reviews of particular country situations, so as to provide advice and support.

112. The Inter-Agency Standing Committee for Humanitarian Assistance (IASC), led by the Office for the Coordination of Humanitarian Affairs, includes both the so-called "relief" and "development" agencies. It takes up issues of importance to a broad range of actors involved with crisis countries. With the recent addition of UNFPA, all UNDG Executive Committee members are now also members of IASC. Since the Emergency Relief Coordinator (the Under-Secretary-General for Humanitarian Affairs) appoints humanitarian coordinators in consultation with IASC and resident coordinators normally serve as humanitarian coordinators, the relationship is doubly important. Recent issues considered in IASC include guidance to humanitarian/resident coordinators on internally displaced persons (IDPs), participation by IASC members in competency-based assessment for the selection of resident coordinators, and linkages among humanitarian, peacekeeping and political components of United Nations operations, especially in post-conflict situations.

113. The United Nations High Commissioner for Refugees has expressed concern at the relative ease of mounting emergency humanitarian assistance, as compared with organizing and funding the longer-term development-oriented assistance that is required to consolidate peace and reintegrate returnees into society. Responding to

[50] The resident coordinator annual report for Angola stated: "Bilateral and multilateral donors, including United Nations agencies, implemented humanitarian, rehabilitation and development activities simultaneously throughout 1999". Another resident coordinator report put it this way: "The normal policies regarding humanitarian and development assistance cannot be applied to a country like Liberia, which is in a compound-complex situation ...". Again, for Bosnia and Herzegovina: "In this complex situation of war rehabilitation and economy transition, the activities of United Nations agencies do not fall neatly into categories".

this, considerable effort has recently been devoted to addressing the institutional mechanisms and capacities that are relevant to post-conflict situations. The heads of the Office of the United Nations High Commissioner for Refugees (UNHCR) and the World Bank convened an initial round table of bilateral donors, United Nations entities and others at the Brookings Institution in Washington, D.C., in January 1999. The "Brookings process" of discussions began there has led to joint missions by UNHCR, the World Bank and UNDP, starting with Sierra Leone, to link various components of humanitarian assistance, peace-building and developments.

114. In a related step, IASC formed a UNDP-led reference group on post-conflict reintegration. This extends beyond the regular IASC membership to include the World Bank (now fully an IASC member), the Department of Political Affairs, the Department of Peacekeeping Operations, the United Nations Development Group, the Special Representative of the Secretary-General for Children and Armed Conflict, and others. The Group produced a wide-ranging report, which explored five types of gaps and the factors compounding them: (a) institutional gaps among aid organizations; (b) political gaps in the priorities of bilateral donors; (c) domestic authority vacuums; (d) unsynchronized internal and international priorities; and (e) gaps of momentum and sustainability.

115. The report recommended several steps for United Nations action, focusing on: (a) improved planning that starts earlier, expands wider, and is better related to fund-raising; (b) strategic partnerships based on combinations of country- and region-specific interests and expertise from among multilateral, bilateral, NGO and private sector organizations; (c) agency institutional reviews to strengthen coordination commitments, programme linkages, funding initiatives, and staff training; (d) new funding mechanisms to provide "seamless" support for countries at all stages of crisis; and (e) strategic objectives borne out in country-specific instructions for all senior representatives of United Nations organizations, and an expectation that the full capacity of the system will be used to support collaborative, field-based, post-conflict recovery programmes.

116. Building on that report, a set of inter-agency missions are being undertaken in several countries, each led by a different Reference Group member organization, to examine funding, coordination and other main challenges. The missions are intended to result in country-specific and general recommendations, leading to a plan of action by IASC.

117. Another mechanism is the Inter-Departmental Framework for Coordination on Prevention. This promotes consultations in relation to potential complex emergencies. It was begun in 1995 among the Department of Political Affairs, the Department of Peacekeeping Operations and the former Department of Humanitarian Affairs (now the Office for the Coordination of Humanitarian Affairs), and now also includes the Food and Agriculture Organization of the United Nations (FAO), the Office of the United Nations High Commissioner for Human Rights, UNDP, UNHCR, UNICEF, the World Food Programme (WFP) and the World Health Organization (WHO). The World Bank is invited to participate. This aims to support preventive action and develop improved mechanisms for contingency planning and preparedness. Several related fact-finding and planning missions have been undertaken to increase the state of preparedness of United Nations country teams in specific countries.

118. At the conclusion of the UNDP global meeting of resident representatives, held in New York in March 2000, the Office for the Coordination of Humanitarian Affairs and UNDP organized a consultation with 17 resident/humanitarian coordinators on assistance and protection of internally displaced persons, security of staff, children and armed conflict, and linkages and relations among humanitarian, political and peacekeeping operations, including issues arising from SRSG-HC and SRSG-RC relations.

119. UNDP is currently seeking to redefine its role in crisis, post-conflict and recovery situations. In April 2000, the UNDP Executive Board considered an issues paper (DP/2000/18) and an Evaluation Office study on the role of UNDP in crisis, post-conflict and recovery situations. The Administrator of UNDP reported on current work and sought the Board's support in mapping out future strategy. He proposed that UNDP focus on: (a) strengthening its support to the resident/humanitarian coordinator system; (b) expanding its partnerships with key organizations and agencies within and outside the United Nations system; (c) improving economic and social preventive activities to help forestall conflicts or natural disasters; (d) undertaking activities for sustainable recovery through several programme priorities and extrabudgetary funding; and (e) strengthening the response capabilities of its own machinery and staff. The Board considered the issues paper a "work in progress" and requested UNDP to prepare a revised paper for its session in January 2001. There was general agreement that UNDP's work in this area was important; that UNDP had a recognized presence, as the Administrator put it, "before, during and after" crises; and that UNDP had a leadership and leverage responsibility through the resident coordinator and humanitarian coordinator positions.

Actions at country level

120. The resident coordinators' annual reports provide a wealth of experiences and insight on actions possible, difficulties faced, collaboration fostered, and support received and given. A few highlights follow.

121. The country team for Somalia adopted a framework for United Nations engagement (December 1999). This briefly outlines a set of practical principles and the related programmatic implications and actions to be taken by the United Nations operational agencies. The principles are direct and to the point: (a) act and speak in unison; (b) learn lessons from past experience; (c) maximize Somali participation and ownership; (d) reinforce peace and reconciliation efforts in Somalia; (e) negotiate collective humanitarian access and operating conditions; (f) protect staff safety; (g) strengthen the Somalia aid coordination body (bilateral, NGO and United Nations donors); and (h) act in concert upon engagement and disengagement. As stated in the framework document, "The heads of United Nations agencies understand the shared benefits arising out of these commitments, and collectively accept responsibility for making these principles operational in practice".[51]

122. In Sri Lanka, the country team collaborated in devising a "United Nations Framework for Relief and Rehabilitation" for information-sharing and collaborative

[51] The relevant agencies, programmes and offices include the United Nations Political Office for Somalia (UNPOS), headed by the Secretary-General's Representative for Somalia, FAO, UNICEF, UNIFEM, UNDP, UNHCR, UNESCO, WFP, WHO and the resident/humanitarian coordinator.

programming. The Government has also started developing such a framework, with support from the World Bank, UNDP and the Netherlands. Similarly, work is in progress to devise documents for coordinated analysis and planning in Bosnia and Herzegovina, Liberia and the Congo. In Burundi, despite a very difficult year, the country team, in consultation with other donors and NGOs, produced a very thorough CCA. In a number of countries, humanitarian assistance issues are dealt with in thematic groups, often involving representatives from the Government, donors and NGOs, in addition to United Nations entities. In Rwanda, all thematic groups are chaired by the Government. Web sites have been set up covering the United Nations work in several countries.

123. Post-conflict peace-building efforts, carried out under political mandates to help strengthen fledgling institutions in the context of peace agreements, are an important complement to international assistance for re-establishing the economic and social fabric of war-torn countries, and rebuilding the foundations for sustainable peace. Several major reports of the Secretary-General in recent years have emphasized this concept.[52] Both the General Assembly and the Security Council have recognized the importance of peace-building and conflict prevention.[53] In this context, the United Nations Secretariat has been mandated to establish peace-building support offices in Liberia (1997), Guinea-Bissau (1999) and Central African Republic (2000). Plans are under way for another one in Tajikistan. These follow up successful peacekeeping operations and the first rounds of national elections, and contribute to coordination in the field. Activities of such an office typically include: (a) support to the government for consolidation of peace, promotion of national reconciliation, and strengthening of democratic institutions; (b) providing a framework for harmonization of the relevant United Nations efforts; (c) assistance in destruction of weapons; and (d) facilitation of communication between the government, the neighbouring states and regional organizations.

Strategic framework approach

124. It has been recognized for some time that the peace-building and humanitarian and development assistance activities of the international community need to be more systematically linked, both conceptually and operationally, in order to make progress in reinforcing the peace process. Successful peace-building is predicated on: (a) the reduction of the "disconnects" between political action and these assistance efforts in countries in crisis; (b) a principled approach covering the international community's political, human rights, humanitarian and development activities; (c) an effective division of labour between all international partners, including the United Nations system, the Bretton Woods institutions, regional organizations, NGOs and the aid community at large; and (d) ensuring participation in the process by local stakeholders.

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[52] "An agenda for peace" (1992); "Supplement to an agenda for peace" (1995); "Renewing the United Nations — programme for reform" (1997); "The causes of conflict and the promotion of durable peace and sustainable development in Africa" (1998); "Annual report on the work of the Organization" (1999).

[53] In November 1998, and again in November 1999, the Security Council held open debates on peace-building and conflict prevention, respectively. The presidential statements issued at the end of these (S/PRST/1998/35 and S/PRST/1999/34) stressed the importance of a coordinated international response to the root causes of armed conflicts and the need for a comprehensive peace-building strategy that involves all relevant actors, including United Nations agencies and

125. As previously reported, the United Nations system has developed a strategic framework approach, to help it to "speak with one voice" and to pursue systematically a more principled, unitary and coherent approach in countries in crisis. The General Assembly specifically endorsed the concept in paragraph 39 of its resolution 53/192. Generic guidelines to help implement this approach were adopted at the level of ACC and circulated to all concerned in 1999 by the Deputy Secretary-General. These define the principles, general policies and institutional arrangements, as well as being a common conceptual tool to identify, analyse and prioritize key issues and objectives. The strategic framework embraces the entire range of the United Nations activities in a particular country and, ideally, the activities of all external actors, as well as the involvement of internal actors. Depending on local circumstances, other instruments, including CAP, CCA, UNDAF, PRSP, CDF etc., may later take effect. Also, elements of this approach may be applicable in other countries in various stages of crisis or recovery. (For example, see the case of Somalia above.)

126. The second application of the strategic framework approach is currently being developed in Sierra Leone (the first application is ongoing in Afghanistan). It has inter-departmental and inter-agency support from Headquarters under the guidance of the Deputy Secretary-General. The selection was agreed last year at the level of the ACC, and it has the support of donors, the United Nations country team, the Government and civil society. The framework will seek to elaborate and link the political, peacekeeping, humanitarian, human rights and development efforts of the United Nations. The Lomé Peace Accord of July 1999 and related Security Council resolutions form an important context for this. Recent events in Sierra Leone reinforce the importance of such a comprehensive approach.

Recommendations

127. The Council may wish to:

(a) Encourage the Secretariat and the United Nations system, including the Bretton Woods institutions, to continue to develop collaborative efforts for various expressions of a "comprehensive approach" that reflect greater harmonization in the system, yet are flexible and appropriate to individual country situations;

(b) Invite Member States and other international organizations to work with the United Nations system in building more coherent overall programmes that respond to the complex problems of countries in crisis;

(c) Invite Member States and other international organizations to seek to resolve the difficulties of segmented funding arrangements, so as to facilitate contributions to basic and downstream needs;

(d) Decide to consider issues related to humanitarian assistance, peace-building and development in a more integrated manner;

(e) Encourage an understanding of peace-building, emphasizing economic and social development and governance activities, so as to help build national capacities to forestall and mitigate deadly conflicts, and to prevent their recurrence; and

bodies, regional and subregional organizations, and international financial institutions.

(f) Urge the General Assembly to keep the matter under review in the context of the forthcoming review of operational activities of the United Nations system in 2001, including by assessing the implementation of paragraph 39 of its resolution 53/192.

XII. Monitoring and evaluation

128. Monitoring and evaluation have been addressed in successive General Assembly resolutions on operational activities, most recently in resolutions 47/199, 50/120 and 53/192, in particular for:

(a) Simplifying, harmonizing procedures relating to monitoring and evaluation, taking into account the need to focus on the impact and sustainability; (General Assembly resolution 47/199, para. 33);

(b) Organizations of the United Nations system, operating at the country level, to coordinate their periodic programme reviews and evaluations, to apply the lessons learned from both monitoring and evaluation exercises, to build evaluation criteria into all projects and programmes at their design stage, and to promote greater collaboration on issues relating to evaluation at the country level; (General Assembly resolution 50/120, paras. 34 and 35).

129. Most recently, in paragraphs 52-57 of its resolution 53/192, the Assembly emphasized the importance of monitoring and evaluation, the need to ensure that lessons learned are widely disseminated and applied in the programming processes of the system, and for strengthening capacities of the recipient countries to perform both effective programme, project and financial monitoring and impact evaluations of operational activities.

130. Economic and Social Council resolution 1996/42, paragraphs 8-11, requested, *inter alia*, that joint evaluations of operational activities, including thematic evaluations and coordinated programme reviews, be undertaken, making the fullest possible use of national capacity in this area; reaffirmed the need for the United Nations development system to increase its consideration and application of lessons learned from monitoring and evaluation activities and urged all entities in the United Nations development system to identify measurable targets to strengthen their monitoring and evaluation capabilities, to incorporate those targets into their respective management plans to implement General Assembly resolution 50/120 and to intensify their cooperation in the development of monitoring and evaluation methodologies. Economic and Social Council resolution 1999/6, para. 33, called upon the United Nations entities further to promote national capacity-building for effective monitoring and impact evaluation.

131. The Secretary-General has consulted with the United Nations system to ascertain the extent to which this legislation remains relevant and helpful, both to evaluators and to operational colleagues within the system, in their support to Member States. They either had no comment on the legislation or indicated that its content was relevant and helpful to evaluators and to operational colleagues. No United Nations entity has indicated that the legislation is unworkable or entails unreasonable efforts or costs. One agency did note that inter-agency collaboration in evaluation can be productive and useful, but benefits to collaborating organizations

should be weighed in the context of the logistical and other difficulties inherent in carrying out such evaluations.

132. Overall, as far as concrete follow-up of the resolutions is concerned, there have been some positive developments. However, bearing in mind the general absence of any reservations among agencies of the system concerning the legislation, the degree to which it has actually been implemented is, at times, uneven and a hindrance to effectiveness. For instance, the evidence of at least one impact evaluation is that joint programme reviews and evaluations remain a rarity and that a consequence of this is that programme-wide/country-level issues may well not be examined. In this particular case, in one UNDAF country, most evaluations of individual programmes were found to have looked briefly at the effectiveness of the training components but there was no analysis of the overall effectiveness of different kinds of training.

133. There have still been a number of positive developments as far as concrete follow-up of the resolutions is concerned. Thus, in an effort to increase focus on results, UNDP has introduced a results-based management system in 1998, focusing on outcomes for the whole set of UNDP interventions, not only those based on projects but also those related to advocacy. In June 2000, UNDP will report for the first time on its global performance with a results-oriented assessment report (ROAR). UNDP is also testing a new methodology for evaluating the impact of projects.

134. UNICEF is currently field-testing a newly revised programme policy and procedure manual and accompanying training package, which seeks to strengthen aspects of programme design, which are critical to evaluation. This includes: (a) stronger distinction between assessment and analysis phases for a clearer elaboration of programme rationale and greater attention to measurable objectives and strategies, both in the five-year and the annual planning exercises; (b) strengthened logical linkages between objectives, activities, expected results and indicators for programmes and projects; (c) planning of monitoring and evaluation activities in relation to these objectives and indicators in the integrated monitoring and evaluation plan; and (d) linkage of programme formulation to results-oriented programme management tools.

135. UNICEF considers that mid-term reviews (MTRs) are an integral part of the Board-approved country programme recommendations. The whole United Nations country team participates, alongside the technical ministries of the host government. MTRs can play an important role in United Nations system agreement on thematic priorities for the CCA-UNDAF.

136. UNFPA indicates that its country offices regularly invite the United Nations system representatives to their periodic reviews, such as annual and mid-term reviews and notes that in those countries where the UNDAF process has started, it is expected that opportunities for joint reviews and evaluations will increase. As for lesson learned, improvements were made in 1999, to enable access to the findings of thematic evaluations on the UNFPA web site on the Internet. It is now possible to access not only the full reports but also abstracts by topic. UNFPA also intends to exploit more fully the use of the UNFPA Intranet to disseminate the findings of evaluations as well as syntheses of such findings, analysis of MTRs and other programme reviews.

137. As far as simplifying, harmonizing and increasing transparency of procedures related to monitoring and evaluation are concerned, at least one agency noted that while this is good advice to the individual agencies, it may be difficult to harmonize these efforts among the various United Nations agencies, in particular for monitoring. They assert the monitoring requirements, complexity and procedures depend on a number of factors, such as funding, staffing, capacities, programme objectives, etc. There is much work to be done within each agency to maximize the efforts in this area. This being said, there is still scope at national level for increased harmonization and transparency of procedures. This can be addressed (and is already in a number of countries) in the context of UNDAF.

138. FAO notes that application of lessons from evaluation is, and has been, long recognized as the basic rationale of evaluation. All the evaluation reports are expected to, and actually do, draw lessons and identify key issues for management attention. The FAO Evaluation Service has been issuing, since 1990, annual and other periodic synthesis reports on project evaluations, to disseminate within the organization the main findings, lessons and issues arising from the project evaluations. An FAO evaluation web site will be established shortly.

139. The International Training Centre (ITC) indicated that it has just completed its first country evaluation — a review of ITC's impact from the 1970s to the 1990s in Sri Lanka.

140. In terms of strengthening capacities of the recipient countries in evaluation, some of the smaller agencies, such as the United Nations International Drug Control Programme (UNDCP), indicate that they tend to leave this issue mainly to others with a broader mandate. The use of national evaluators is, however, being given renewed emphasis, which supports this objective.

141. Overall, it appears from the responses received that there is willingness within the system to move in the directions called for by the General Assembly, although the willingness varies from entity to entity and topic to topic. The UNDAF, in particular, does appear to provide an important opportunity for progress in monitoring and evaluation at the country level. This may need to be one particular focus of the forthcoming impact evaluation of the UNDAF process mandated in resolution 53/192. Little is said and less has been done within the evaluation community to address the overall impact of the agency concerned or of specific major programmes. In this context, UNDP's experiment with project level impact assessment as well as the result-oriented annual report are welcome initiatives, which merit both close examination and perhaps further development in the light of the lessons learned.

Recommendation

142. As more needs to be done to implement existing legislation on monitoring and evaluation, the Council may wish to keep the subject under review and request the Secretary-General to report on its progress to the 2003 session of the Economic and Social Council.

XIII. Capacity-building

143. Paragraph 37 of General Assembly resolution 53/192 reaffirms that capacity-building and its sustainability should be explicitly articulated as a goal of the assistance provided by the operational activities of the United Nations system at the country level, with the aim of strengthening national capacities in the fields of, *inter alia*, policy and programme formulation, development management, planning, implementation, coordination, monitoring and review.

144. There has been a steady follow-up to this within the United Nations system. A guidance note on capacity-building was approved by CCPOQ in March 2000, on behalf of ACC. It draws extensively on the lessons learned from the impact evaluations mandated by the General Assembly, and it builds upon a seminar, held in Geneva in July 1999, in which representatives of recipient countries and the United Nations system participated.

145. Over the course of 1999 and 2000, UNDP and UNICEF have both been involved in a process of exploring the concept of capacity-building/capacity-development, as well as practical methodologies and mechanisms for its planning and monitoring. Through the process, UNICEF and UNDP have also broadened discussion engaging in dialogue with other partners, primarily the United Nations, but also donors and NGOs. UNDP and UNICEF also held a joint seminar in Harare in September 1999 to derive practical guidelines for capacity-building.

146. The United Nations system, most notably the specialized agencies, continues to have some difficulty in drawing lessons from their experience both during the 1980s as well as, more recently, in responding to calls for the same as a contribution to the triennial comprehensive policy review. Many specialized agencies had, in earlier years, usually with UNDP funding, contributed to the establishment and strengthening of a wide variety of institutes, training centres and various planning institutes. Many of these institutions were successfully set up or strengthened, although a number of them no longer exist or they perform different functions. There may, therefore, be a need to ask why and to revisit the original concept of what is success in capacity-building. One lesson may be that the capacity to change, in order to adapt to a changing environment, has to be an important feature of capacity-building.

147. As the first round of impact evaluations suggests, capacity-building is a risky and long drawn-out process and, therefore, it is important for all relevant entities within the United Nations system, as well as interested Member States, to evaluate their experience and current approaches, with a view to extracting the lessons learned and best practices that flow from them. This kind of examination would also contribute to a better understanding of what the different parts of the United Nations system can be reasonably expected to achieve within established time frames through their support to capacity-building. The Economic and Social Council, therefore, should maintain its interest in this topic and monitor the development of both a systematic and system-wide approach and the identification of reasonable expectations.

Ongoing follow-up

148. The Department of Economic and Social Affairs is proceeding with a second round of impact evaluations. As the focus of these evaluations is capacity-building

and poverty eradication, further lessons should be forthcoming once they are completed in 2001. Particular issues that need attention include not only reasonable expectations but also the concept of "sustainability". The summary of the previous evaluations stresses that capacity-building is a complex, ongoing process. In the medium term, it is important for the United Nations system and Member States to have a clear idea of what is "sustainable" capacity, what it takes to achieve it, and what it is desirable to sustain.

Recommendations

149. The Council may wish to:

(a) Request the governing bodies of all United Nations entities involved in capacity-building to assemble in simple and succinct form the principal lessons of their experience, as a guide to future programming and implementation, and to provide the results for use in the 2001 TCPR;

(b) Request United Nations entities involved in capacity-building to indicate their plans for further follow-up of paragraph 37 of resolution 53/192, and to provide the results to the 2001 session of the Economic and Social Council.

UNDAF countries[a]

Countries		*Starting date of harmonized programme cycle*	*CCA*	*UNDAF*	*CAP*	*PRSP*	*CDF*
Africa							
Burkina Faso	*LDC*	2001	Ongoing			✖	
Burundi	*LDC*	2001	Completed		◆		
Central African Republic	*LDC*	2002	Ongoing		◆	✖	
Chad	*LDC*	2001	Completed	Planned		✖	
Comoros	*LDC*	2002	Ongoing				
Côte d'Ivoire		2002	Ongoing			✖	✓
Eritrea	*LDC*	2002	Ongoing		◆		✓
Ethiopia	*LDC*	2002	Completed	Planned	◆	✖	✓
Gabon		2002	Revisited	Planned			
Gambia	*LDC*	2002	Completed			✖	
Ghana		*2001*	*Revisited*	*Completed*		✖	✓
Guinea	*LDC*	2002	Planned			✖	
Kenya		*2004*	*Completed*	*Completed*		✖	
Madagascar	*LDC*	*2004*	*Completed*	*Completed*		✖	
Malawi	*LDC*	*2002*	*Ongoing*	*Completed*		✖	
Mali	*LDC*	*2003*	*Completed*	*Completed*		✖	
Mauritius		2001	Completed	Planned			
Mozambique	*LDC*	*2002*	*Completed*	*Completed*		✖	
Namibia		*2001*	*Completed*	*Ongoing*			
Nigeria		2002	Ongoing	Planned			

Countries		*Starting date of harmonized programme cycle*	*CCA*	*UNDAF*	*CAP*	*PRSP*	*CDF*
Rwanda	***LDC***	2001	Ongoing			✖	
Sao Tome	***LDC***	2002	Completed	Planned		✖	
Senegal		*2002*	*Completed*	*Completed*		✖	
South Africa		*2002*	*Completed*	*Ongoing*			
Swaziland		2001	Completed	Ongoing			
Togo	***LDC***	2002	Ongoing	Planned			
Uganda	***LDC***	2001	Ongoing		◆	✖	✔
United Republic of Tanzania	***LDC***	2002	Ongoing		◆	✖	
Zambia	***LDC***	2002	Completed	Planned		✖	
Zimbabwe		*2000*	*Completed*	*Completed*		✖	
Subtotal: 30							
Asia							
Bangladesh	***LDC***	2001	Ongoing			✖	
Bhutan	***LDC***	2002	Planned				
Cambodia	***LDC***	2001	Completed	Ongoing		✖	
China		2001	Completed	Ongoing			
Fiji		2002	Planned				
India		*2003*	*Completed*	*Completed*			
Indonesia		2001	Ongoing		◆		
Lao People's Democratic Republic	***LDC***	2002	Ongoing			✖	
Mongolia		2002	Ongoing				
Nepal		2002	Completed	Ongoing			
Philippines		*2005*	–	*Completed*			
Sri Lanka		2002	Ongoing				
Thailand		2002	Completed	Planned			
Viet Nam		*2001*	*Completed*	*Revisited*		✖	✔
Subtotal: 14							
Arab States							
Algeria		2002	Ongoing	Planned			
Egypt		2002	Ongoing				
Lebanon		2002	Completed	Planned			
Morocco		*2002*	*Completed*	*Completed*			✔
Sudan		2002	Completed		◆		
Syrian Arab Republic		2001	Completed	Ongoing			
Tunisia		2002	Ongoing	Planned			
Yemen	***LDC***	2002	Ongoing				
Subtotal: 8							

Countries		*Starting date of harmonized programme cycle*	*CCA*	*UNDAF*	*CAP*	*PRSP*	*CDF*
Latin America							
Bolivia		2001	Ongoing	Planned		✖	✔
Brazil		2002	Planned				
Colombia		*2002*	*Completed*	*Ongoing*			
Costa Rica		2002	Ongoing				
Cuba		2002	Ongoing	Planned			
Dominican Republic		2002	Completed	Planned			✔
El Salvador		2002	Planned				
Guatemala		*2001*	*Ongoing*	*Ongoing*			
Guyana		2001	Completed	Ongoing		✖	
Haiti	***LDC***	2002	Ongoing	Planned		✖	
Honduras		2002	Ongoing			✖	
Jamaica		2002	Ongoing	Planned			
Mexico		2002	Ongoing	Planned			
Nicaragua		2002	Ongoing	Planned		✖	
Panama		2002	Ongoing	Planned			
Paraguay		2002	Planned				
Peru		2001	Completed	Ongoing			
Venezuela		2002	Ongoing				
Subtotal: 18							
Europe and CIS							
Georgia		2001	Ongoing			✖	
Republic of Moldova		2002	Completed	Planned		✖	
Romania		*2000*	*Completed*	*Completed*			✔
Turkey		*2001*	*Ongoing*				
Subtotal: 4							
Totals 74 countries UNDAF pilot countries (*in italics*) 18			*34 compl.*	*13 compl.*			

Source: DGO, 12/4/00.

[a] The 74 UNDAF countries include 18 pilots as well as all countries with a harmonized programme cycle for which an UNDAF is required; 38 additional countries have completed or started a CCA.

Abbreviations CAP: consolidated appeal process
CCA: common country assessment
CDF: comprehensive development framework (*World Bank*)
CIS: Commonwealth of Independent States
LDC least developed country
PRSP: poverty reduction strategy paper to be produced in FY 2000 or FY 2001 (*World Bank-IMF*).
UNDAF: United Nations Development Assistance Framework

Annex

Management process for the implementation of General Assembly resolution 53/192 and related resolutions

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I. Funding for United Nations operational activities and statistical reporting

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraphs 7 through 16. Resources and funding issues need to be dealt with at the governmental level. The discussions on funding strategies held in the executive boards of the United Nations funds and programmes and the decisions adopted recently by the executive boards of the United Nations Development Programme and the United Nations Population Fund could lead to reverse the declining trend in core resources and to put funding for United Nations development activities on a predictable, continuous and assured basis. The results of this development may have an important impact on a wide range of issues covered by resolution 53/192 and the ability of the United Nations system to respond to the requirements of recipient countries.	Reverse the declining trend in core resources and to put funding for United Nations development activities on a predictable, continuous and assured basis with the aim to strengthen the ability of the United Nations system to respond to the requirements of recipient countries.	New pledging process in 2000; Report of the Secretary-General to ECOSOC on overall financial picture of the United Nations funds and programmes (2000)	Action at the level of Boards in 1999; Implementation of MYFF approved by the Executive Boards; The Executive Board of UNDP requested the Administrator to report to the Executive Board at its annual session 2000 proposals for revising and updating the multi-year funding framework, as required, indications on how lessons learned from one multi-year funding framework cycle should be taken into account. Report should also include a part on evolution and implementation of approved UNDP Business Plans, 2000-2003; ECOSOC 2000. Actions on the Executive Board proposals to be taken.	Governments, GA ECOSOC, Executive Boards of the UN funds and programmes United Nations funds and programmes, United Nations/DESA, CCPOQ, United Nations system organizations
The reports of the Secretary-General to ECOSOC and the General Assembly will continue to provide statistical information on resources trends of the operational activities for development within the United Nations system. The funds and programmes are also will report through their respective executive boards to ECOSOC, in accordance with ECOSOC resolution 1998/27 and paragraphs 16, 58, 61 and 62 of resolution 53/192 CCPOQ guidelines drafted 1999				

II. Strategic frameworks and programming

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
UNDAF-General Assembly resolution 53/193, paras. 17-22 and 63 on UNDAF, paras. 22 and 31 on CCA (considering paras.18-20), para.21 on CSN. General Assembly resolutions 50/120, para. 14 and 17 through 19 on CSN, para.28 on the programme approach, and para.45 on CSN (common databases). The General Assembly has requested the Secretary-General to report, through ECOSOC, on the results of an evaluation of the impact of UNDAF in the field activities as an integral part of the next triennial policy review of operational activities. (para.63 of 53/192). The General Assembly has also requested the Secretary-General to report annually to ECOSOC on UNDAF. (para.63 of 53/192). The General Assembly has defined general features of the UNDAF and its formulation process (paras.17 through 22 of 53/192). ECOSOC has taken note of the progress made in the introduction of UNDAF and CCA (resolution E/1999/6, paras.6 and 7) and has encouraged the funds and programmes to try to achieve a UNDAF that promotes a country-driven, collaborative and coherence response by the UN system to achieve greater impact at the country level fully consistent with and in support of national priorities. ECOSOC (resolution E/1999/6, para.8) has called upon the UN funds, programmes and agencies of the UN system, and the resident coordinator system, to ensure continued sharing of CCA and UNDAF experiences, giving special attention to the involvement of agencies without country representation and regional commissions, taking account of the regional development dimension.	**UNDAF** to promote a country-driven, collaborative and coherent response by the UN system Full Government participation in the formulation of UNDAF Full and active participation of the specialized agencies in the preparation of the UNDAF UNDAF to facilitate the UN contribution to the coordinated follow-up to Global Conferences Involvement of their development partners in the preparations of UNDAF An enhanced support to CCA/UNDAF is being implemented by UNDG, integrating a CCA/UNDAF component in the country teams and resident coordinators training. Efforts are made to continue mainstreaming of CCA/UNDAF in the UN organizations. A CCA/UNDAF Learning Network has been established by UNDG as a system-wide learning mechanism, providing substantive feedback to country teams and as a tool to learn lessons and good practices. UNDG will continue to monitor the implementation of CCA and UNDAF, producing quarterly status reports.	Number of completed UNDAF's gradually increased every year Continuous monitoring of the implementation of UNDAF with special attention given to: - the country-driven, collaborative and coherent nature of the UNDAFs - the agreement of the recipient government - the degree of participation of the specialized agencies - the coordinated follow-up to Global Conferences - involvement of their development partners Finding will allow the elaboration of: report to the Executive Boards and ECOSOC *in 1999 and 2000* and GA *in 2001* on the evaluation of impact of the UNDAF in the field of operational activities	Guidelines, revised on the basis of lessons learned during the pilot phase and guidance of the GA, shared with the country teams (*April 1999*) and complemented by a CD-Rom resource center Learning mechanisms and support arrangements to assist country teams in the formulation of CCA and UNDAF initiated: - launch of RCNet (Completed: Oct. 99) - establishment of a Learning Network to identify and share good practices through the review of CCA/UNDAF documents (Completed: Nov. 99) - training of CCA/UNDAF Facilitators to provide direct assistance to country teams (Completed: Feb. 2000) CCA/UNDAF workshops organized with UN entities to promote direct participation and consistent support to country teams on CCA/UNDAF (Completed: 330 staff briefed in 19 UN entities briefed from July to Nov. 99). 29 March 2000: first of 4 workshops for Regional Commissions UNDAF monitoring arrangements established through a new Annex to the 1999 Annual Report of the Resident Coordinator and inputs from the Learning Network. Interaction with governing bodies: presentation of the India CT to the joint session of the UNICEF, UNDP/UNFPA and WFP Executive boards (completed, Jan. 2000) 74 countries at various stages of the UNDAF exercise in 2000. 13 UNDAF completed in February 2000	UNDG and its Programme Network DGO Resident Coordinator System/UN country teams CCPOQ, including the Working Group on the Resident Coordinator System, and its member organizations. Regional commissions

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
CCA - The General Assembly notes the importance of the CCA for the formulation of the UNDAF (para.21 of 53/192, see also paras. 18-20 on the participants in the formulation of UNDAF).	**CCA** - CCA process implemented in most recipient countries (when relevant) by year 2001, resulting in a quality CCA, with regular up-dating and continuous improvement. Highly participatory process CCA serving as a key basis for the effective formulation of UNDAF	Number of countries in which a CCA process/ document have been implemented. To be reported to ECOSOC on UNDAF; Use of CCA for the formulation of UNDAF. Evaluation of impact of UNDAF presented to ECOSOC in 2001	42 CCAs completed and 51 on-going as of February 2000 8 CCAs are revisited on the basis of the new CCA Guidelines All UNDAF Roll-out countries are required to undertake first a CCA (16 in 1999, 40 in 2000)	
The General Assembly calls for further simplifications, harmonization and rationalization of procedures for developing common databases of the United Nations system at the field level, in consultation with national Governments (para. 31 of 53/192 and para.45 of 50/120).	Improved UN collaboration, including the mobilization of analytical and operational capabilities available in the whole UN system, resulting in greater unity of purpose, advocating UN values and Global Conferences follow-up, and greater impact on the national development strategy and process Strengthening of common databases, including the development and use of a CCA Indicator Framework, jointly developed by the country and the UN	Degree of participation of non-resident UN entities in CCA; Contribution of CCA to follow-up to Global Conferences; Existence of a CCA database and national capacity to support assessment and analysis, monitor trends	HQs of all UN system organizations to support such participation. Active role of CCPOQ; Priority in CCA T.O.R and support system to be given to strengthening national information system and build up a common CCA indicator framework based on CCA Guidelines	
CSN - The General Assembly reiterated the voluntary nature of the CSN and implicitly recognized its function, where it exists, in the preparation of UNDAF since it reflects national priorities (para.21 of 53/192, reiterating the concept already present in para.17 of 50/120).				

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
PROGRAMME APPROACH - The General Assembly requests the United Nations development system to continue to work on improving the definition and guidelines for the programme approach. While new guidelines have been issued by CCPOQ, the question stays of other actions required to ensure that the new guidelines are adequately reflected into the operational activities for development of the United Nations system, particularly taking account of new mechanisms such as UNDAF and CCA.			CCPOQ adopted, in its 21-25 September 1998 session, a set of guidelines on the Programme Approach (see CCPOQ Manual, The Programme Approach, Common Framework).	

III. Resident coordinator system

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resident coordinator system, field-level committee and thematic groups The General Assembly stressed the need to increase complementarity and avoid duplication at the field level within the United Nations development system, in full respect of the mandates of each United Nations system organization (paras.5 and 6 of 53/192). The General Assembly resolution 53/192 has requested the Secretary-General to continue to make the resident coordinator system more participatory, adopt a more consultative approach within the United Nations system and making greater use of thematic groups. (para.23 of 53/192 and para.36 of 50/120) The General Assembly support the initiatives of UNDG to further improve the resident coordinator system (para. 25 of 53/192 and paras.37-38 of 50/120, which includes the requests for developing common guidelines);	Continue strengthening of the participatory nature of the resident coordinator system (including improved performance in the selection, clearance, appraisal and training); Improved performance of field committees by systematically reviewing draft country programmes, sectoral programmes and projects, prior to their approval. Inclusion of national focal points in the outcome of the review process. Updating of this function in the light of the introduction of UNDAF;	The Inter-Agency Advisory Panel on Resident Coordinator meets regularly; All first-time candidates to Resident Coordinator position will be competency assessed.	Revision of guidelines for the resident coordinator system (done); CCPOQ Working Group on Resident Coordinator to deal with system-wide issues (on-going); All candidates to Resident Coordinator position will be competency assessed by 2000; Evaluation of competency assessment (March 2000) Implement UNDG Action Agenda on Resident Coordinator system (ongoing); Implementation of new Resident Coordinator selection procedure and maintaining of pool of candidates; New system of appraisal and training is established	CCPOQ and its Working Group on RC system UNDG and its Executive Committee and relevant subsidiary bodies, including its Steering Committee on RC Competency Assessment. DGO UN/DESA UNDP/OHR

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
	Improved performance of work groups, also in the context of the UNDAF and CCA processes; Identify support to Resident Coordinators: resources, staff support, communications, networking, "good practices", etc. Improved Resident Coordinator annual reports; Improved consolidation of annual Resident Coordinator reports.	A refined Competency Assessment Programme for RC candidates (by June 2000); Increased number of female RC (Mid year and end Year Review by UNDG); Increase in number of RCs from the UN system organizations (Review by UNDG in September 2000); On basis of analysis Resident Coordinator annual reports take actions as required (annually)	Review of the evaluation on the Competency Assessment Programme and proposals for the future competency assessment; Increasing the number of women RCs (as per decisions of UNDG ExCom of 7 December 1999). By May 2000 there are 29 women among RCs; Increasing the number of RCs from the non-UNDP agencies. In 1999 a number of RCs from the non-UNDP agencies increased by 6 and reached 23.	

IV. Decentralization and delegation of authority

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraph 29. The needs and priorities of recipient countries require flexibility and decentralization of operational activities to the country level, as well as the continued application of these measures to further enhance programme responsiveness and impact. Resolution 50/120 in its para 31 also requested the governing bodies of all funds, programmes and specialized agencies to make further progress to ensure that delegated authorities should be expanded to become equal and uniform, to the maximum extend possible.	Further decentralization and delegation of authority by the various UN organizations to allow better flexibility to meet the needs and priorities of recipient countries and to achieve equal and uniform delegation of authority, as far as possible	Action by all organizations and their respective governing bodies, as required *in 1999-2000* Monitoring report contained the results of assessment ECOSOC 2000	Management actions and intergovernmental decisions; Action by all organizations and their respective governing bodies, as required *in 1999-2000* UNDP "The Way Forward" The Administrator's Business Plan (2000-2003)	Individual organizations of the United Nations system, CCPOQ, CCAQ, and Other appropriate bodies

V. Simplification and harmonization

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraphs 31, 32 , 33, 51. Further simplification, harmonization and rationalization of procedures for operational activities of the United Nations development system at the field level, developing common database and putting in place by funds and programmes specific measures and timetables to advance the simplification and harmonization of procedures. To promote greater consistency in the presentation of budgets at the headquarters level, and at the field. To promote, improve and expand national execution, including through the simplification and strengthening of relevant procedures, so as to contribute to the advancement of national ownership and to enhance the absorptive capacity in developing countries. ECOSOC has called for further progress on the harmonization of programming cycles as well as steps to simplify and harmonize relevant programming procedures of the UN funds, programmes and agencies, bearing in mind their mandates, within specified target dates for the accomplishment of these prescribed actions (resolution E/1999/6, para.6).	Harmonization of most programme cycles by the year 2001	Country-specific action plan formulated and agreed by each Country Team Assessment of the current situation and development of the action plan UNDG Executive Committee decision on the action plan (May and December 1999) Monitoring system established Reporting to ECOSOC (*2000*)	A concrete course of action will be worked out and presented to ECOSOC; Implementation of country-specific action plan by Country Teams Monitor compliance and progress with implementation of country-specific action plan Provide support to Country Teams in the implementation of their action plan	Government, RC system, UNDG, and its relevant subsidiaries, DGO, CCPOQ, UN/DESA
	Common data-base developed at the country level Common terminology on programming processes and products agreed by the UNDG leading to increased harmonization of programming procedures	Common terminology on programming processes and products agreed by the UNDG *by March 1999* ECOSOC has requested UN funds, programmes and agencies to examine ways to further simplify their programming procedures and instruments, and to accord the issue of simplification and harmonization high priority, and to take concrete steps to reduce, simplify and harmonize their programming, operational and administrative procedures and the reporting requirements placed on recipient countries, particularly in regard to programme development, approval and implementation, while ensuring appropriate accountability, and to report on the progress made to the ECOSOC in 2000, and has urged further progress towards the full harmonization of the programme cycles in all countries (resolution 1999/6, para.12).	Note drafted, agreed by UNDG member organizations and shared with Country Teams UNDG Ad-hoc Group on harmonization and simplification identify the following tasks: (i) identify a harmonized procedure to formulate joint mid-term reviews; (ii) prepare a guidance note and corresponding format for the formulation of joint programmes; and (iii) prepare standardized set of procedures for recruitment and administration of national project personnel.	

VI. Common premises and shared administrative services

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraph 33 and 36. Further implementation of the initiatives in pursuing common premises, including by taking a cost-benefit study as called by relevant resolutions, and to increase coordination and rationalization in developing shared administrative services and the rationalization of existing procedures	Substantially rise the target for achieving "United Nations house" as new concept of common premises (36 officially designated UN Houses achieved by end of 1999)	A minimum of 5 United Nations houses designated by December 2000, totaling of 40. At least 5 more to be designated in 2001. A total of 50 houses to be officially designated by the end of 2004.	Review of current proposals/projects and any new initiatives presented (continuous); Decisions by Executive Boards on financial aspects (2000-2001) (completed); Briefing package for UN country teams to help them to develop more effective proposals prepared and disseminated (mid 2000)	UNDG and its Management Group on Common Premises and Services and its Technical Group, UN resident coordinators, Regional Commissions, where relevant, CCPOQ, CCAQ (FB)
	Increased coordination and rationalization in developing shared administrative services and rationalization of existing procedures	Global electronic database on Common Services (completed in 1999); Development of standard operational guidelines for common services based on good examples and cost saving opportunities through the Workshop on Common Services (June 2000); Guidelines refined and approved by UNDG and endorsed by CCPOQ (by December 2000); Disseminate endorsed operational guidelines for Common Premises to all UN county teams (by December 2001)	Workshop on Common Services to evaluate experience to date and develop a basis for operational guidelines in common services (March 2000); Draft operational guidelines in common services developed (April 2000); Interaction with resident coordinator system on development and implementation of guidelines relevant to all organizations operating in the field; (ongoing) Provide clear guidance to the field on issues related to common premises and services, including good examples (ongoing); Aperture lease database (completed in 1999) endorsed and simplified for users and access made available to headquarters of participating agencies (ongoing);	
	Monitoring common premises and common services for cost effectiveness	Status report provided to UNDG on the progress and experience of Common Services (October 2000)	A progress report prepared and shared with Resident Coordinators/ UN country teams (June 2000) Regular, bi-weekly, monitoring of developments in the area of premises and services in the UNDG Sub-Group on Common Premises and Services (ongoing)	

VII. Civil society

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraph 30. The Assembly decides that, with agreement of the host country, the UN system should assist governments in creating an enabling environment that strengthens linkages between governments, the UN system, civil society, national non-governmental organizations and the private sector that are involved in the development process, with a view to seeking innovative solutions to problems.	Establish a stronger partnership with Civil Society Organisations (CSOs), so as to enhance the UN system's efforts to assist member states in achieving greater economic and social progress. Strengthen the enabling environment for the effective functioning of CSOs in the development process, including efforts in support of capacity-building of specific entities, so as to help achieve innovative solutions to development problems. Strengthen linkages and dialogue involving the private sector and its role in the development process. Clarify, facilitate and harmonize UN system administrative and financial procedures for working with CSOs, with the aim of increasing CSO participation in all stages of the programming cycle for UN support to governments	Put into effect a set of ACC principles underpinning UN system operational collaboration with CSOs (CCPOQ 1999). Implement these and assess progress. Build upon the UN-system-wide survey of experiences in CSO capacity-building and institutional development (CCPOQ 1999). Expand the framework, replicate useful approaches, and benefit from lessons learned. Examine relations of UN entities with business community and build upon findings. Review an interagency study on procedures for working with CSOs (CCPOQ 1999). Expand and finalize the study; devise common procedures as appropriate.	ACC guidance note on the partnership approach with CSOs, and ACC guidance note for the RC system on operational collaboration with CSOs, agreed by CCPOQ and circulated (1999). System-wide survey of experiences and best practices in CSO capacity-building and institutional development prepared and considered by CCPOQ (1999). Comparative review of policies, procedures and practices of UN agencies and organizations re. operational collaboration with CSOs prepared and considered by CCPOQ (1999). Facilitation of relations and support among governments, CSOs and private sector at country level, as appropriate. Reflection of CSO issues in RC annual reports.	ACC/CCPOQ All UN agencies UN Resident Coordinator System

VIII. Follow-up to global conferences

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
General Assembly resolution 53/193, paragraphs 22, 26 and 34, and ECOSOC resolutions 1998/44 and 1998 /290. Further support the intergovernmental process for a coordinated follow-up to global conferences as well as country-level actions within the resident coordinator system and UNDAF. In implementation of ECOSOC resolution 1999/55 and its decision 1999/281, the Council will review the mainstreaming of ECOSOC work on this topic at its Coordination segment of 2000	The General Assembly reiterated the commitment of the United Nations to implement the outcomes of the major conferences and the importance to accelerate efforts for the coordinated follow-up to global conferences (para.34 of General Assembly resolution 53/192). The General Assembly also recognized the decisions of ECOSOC (E/1998/290) on an intergovernmental process on relevant indicators and welcomed the decision to hold an informal Council meeting in May 1999 (para.34 of res.53/192 and para.(e) of decision E/1998/290). The Secretary-General will prepare a report for that informal meeting on basic indicators used by United Nations system and other relevant institutions to measure progress towards the implementation of the integrated and coordinated follow-up to major United Nations conferences and summits (para (e) of E/1998/290). Collaboration among various entities of DESA and consultation with system, in particular UNDG and CCPOQ, is expected.	A contribution of the UNDG working group on indicators to the new guidelines of UNDAF and CCA (completed in 1999); An expert group meeting reviewed ongoing work on development of indicators at international and national levels (March 1999, organized by UN Statistics Division (UNSD/DESA).	Indicators incorporated into CCA and UNDAF guidelines are now being applied	Within DESA, DESC and UNST. UNDG and its relevant subsidiaries DGO CCPOQ and its Working Group on the Resident Coordinator System. Regional Commissions
	A consultation within DESA and with United Nations system is required. New targets for 2000 and 2001 on that subject will be defined, after concluding that session in July 1999. The resident coordinators shall facilitate the coherent and coordinated United Nations follow-up to major international conferences at the field level (General Assembly resolution 53/192, para. 26). Consultation of DESA with UNDG and CCPOQ to report of this subject in the progress reports to ECOSOC on operational activities is expected. UNDAF should play a facilitating role as a United Nations contribution to the coordinated follow-up to the major United Nations conferences at the field level (General Assembly resolution 53/102, para.22). The Secretary-General will submit to ECOSOC 2000 a report on Assessment of the progress made by the UN system, through the conference review, in the promotion of an integrated and coordinated implementation of and follow-up to major UN conferences in economic, social and related fields.	By July 2000, DESA will consults with UNDG and CCPOQ in order to monitor the status of implementation of paras. 22 and 26 of resolution 53/192.	The report to ECOSOC 2000 on follow-up to UN global conferences be prepared Field level follow-up is a major focus of RC system.	DESA, DGO

IX. Gender and development

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
The provisions of GA resolution 53/192 paras. 25, 46 and 47 and para. 43 of resolution 50/120, as well as ECOSOC resolution 1996/26 deal with the implementation of the Beijing Plan of Action as well as the recruitment of women to senior positions. It should be noted that resolution 1998/26 of ECOSOC is also cited in the first preambular of resolution 53/192 and thus permeates all provisions of this resolution.	- 50/50 gender distribution *by 31 December 2000* - Coordinate and mainstream gender issues in strategic frameworks, CCA and UNDAFs. - Incorporate a gender perspective in the coordinated and integrated follow-up to major UN conferences. - Target women and girls living in poverty and ensure availability of funding for relevant activities. - Implement specific gender-oriented programmes for the eradication of poverty and literacy and other areas (see para. 5 of ECOSOC 98/26). - Establish and strengthen the role of gender units and focal points, including guidelines and directives for mainstreaming a gender perspective in policies and programmes.	Benchmarks are to be established for individual departments of the U.N. based on their gender action plans	- Application of the special measures for the achievement of gender equality in the UN Secretariat (ST/AI/412) April 1999, Gender mainstreaming in the UNDAF and CCA Guidelines, including im the CCA Indicators Framework -Design and implementation of Action Plans to achieve gender balance in individual departments and offices (A/RES/53/119) - Report of the Secretary-General on the role of employment in poverty eradication: the empowerment and advancement of women (ECOSOC 1999)	DESA/OASG UNDG and its Sub-Group on Gender and Sub-Group on Programme Policies DGO CCPOQ/ACC
In accordance with 53/192, gender mainstreaming is to take place in operational activities of the UN system in all fields, in particular in support of poverty eradication (47). The number of women resident coordinators should be increased and the Secretary-General and UN development system are to take all measures to ensure gender balance when making appointments, including at the senior level and in the field, in accordance with relevant GA resolutions (25, 46).	Gender considerations incorporated inincreased numbers of operational activities of the UN system Achieve time-bound measurable goals for achieving gender equality. Assist governments in integrating data desegregated by sex and age in country programmes Strengthen the role of the RCS, including through training of incorporating gender perspective in operational activities.	Criteria for good practices of gender mainstreaming set *by October 1999*	- prepare a compendium of good practices in implementing the Beijing platform for Action and gender mainstreaming - Publish selected good practice, June 2000 - organize round table on the best of UN good practices, June 2000 - IACWGE Task Force to follow up and develop fund raising proposal for the above actions	UNIFEM as Task Manager
		A database of good Practices in gender mainstreaming established	- Enter data into the Inter-agency Website (Woman Watch)	UNIFEM as Task Manager

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
	Reporting on the use of resources allocated for gender mainstreaming. Take appropriate actions to implement other aspects of ECOSOC resolution 98/26	Several major methodologies for gender impact analysis identified *by March 2000*	- collect existing practices and methods for gender mainstreaming analysis - organize e.mail discussion on issues and experiences of gender impact analysis	World Bank as Task Manager
		Systematic programme of work with other ACC Committees	- maintain inter-sessional dialogue with IASCD and CCPOQ -review the work programmes of AAC Committees to identify entry points	DAW
	Increased gender mainstreaming in the policies and programmes of UNDP, particularly its core programmes on governance and poverty alleviation	UNDP funded poverty alleviation programme and governance programme in 22 African countries examined from the gender perspective *by December 1999*	Under a project on assessment of gender mainstreaming in UNDP funded governance and poverty alleviation programmes in Sub- Saharan Africa, Design check list, guidelines to national expert, and questionnaire Prepare three thematic reports and one final report	DAW, UNDP
		Secretary-General's report to 1999 ECOSOC on poverty and capacity building should include a section on gender issues. Reporting on gender perspectives in operational activities will be part of the Secretary-General's report to the preparatory committee of the special session of the implementation of the Fourth World Conference on Women in 2000.		UN/DESA

X. Capacity-building

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraphs 37 and 62. The Assembly reaffirms that capacity-building and its sustainability should be explicitly stated as a goal of UN system country-level assistance, with the aim of strengthening national capacities in policy and programme formulation, coordination, monitoring and review. The Assembly invites the ECOSOC, at its 1999 substantive session, to consider issues of poverty eradication and capacity-building, on the basis of progress reports by the Secretary-General	All UN system organizations explicitly state capacity- building as a goal of UN system technical assistance. Evidence of greater strengthening of national capacities in named areas. Impact evaluation studies on capacity building and poverty eradication	ACC statement on capacity-building, supported by indication of old and new commitments by member organizations of CCPOQ, (2000) Preparation of the Secretary-General report to ECOSOC on poverty eradication and capacity-building (*1999*) Implementation of a programme of evaluation to assess impact of UN system support for capacity-building and poverty eradication (*1999-2001*)	CCPOQ guidelines will be issued in 2000. Publication of the results of 1998 impact evaluations on "capacity-building" (done) Inter-agency cooperation in operational projects at the regional and sub-regional levels, and collaboration brought about with regional/sub-regional integration/cooperation groupings	UN agencies, CCPOQ, Regional Commissions UN/DESA UNDG

XI. Humanitarian assistance

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraphs 38-40. The Assembly recognizes that relief, rehabilitation, reconstruction and development are generally not consecutive but often overlap. It notes several related matters, including: the need to develop - through a strategic	Finalize ACC generic guidelines for Strategic Frameworks. Devise and apply a Strategic Framework in several countries.	Finalization of Generic Guidelines for Strategic Frameworks by CCPOQ and ACC; Devise and apply at least one Strategic Framework per year:	Generic Guidelines agreed by ACC and distributed (1999). Strategic Framework approach agreed for implementation in Afghanistan and Sierra Leone.	ACC, CCPOQ, IASC, UNDG,

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
develop - through a strategic framework, when appropriate - a comprehensive approach to countries in crisis; that this approach must involve national authorities, the UN system, donors and intergovernmental and non-governmental organizations; that national authorities must take a leading role in the recovery plan; and that development tools need to be applied early on.	Achieve greater coherence and linkage between humanitarian assistance and development assistance, including natural disasters.	Consideration and guidance by ECOSOC on related issues of humanitarian assistance and development assistance. Devise linkages of the Consolidated Appeal Process for humanitarian assistance (CAP) with the UNDAF and CCA in recovery/transition situations; adapt CCA principle to crisis and recovery phases.	ECOSOC action in Humanitarian Assistance segments and Operational Activities segments of sessions. CAP planning includes the idea of early preparation for recovery. UNDG support for an integrated approach to peace missions, including Kosovo and East Timor. A number of CCAs are under preparation in post conflict countries, e.g. Burundi. UNDG, IASC and ECHA actions re. UNDAF, CCA and CAP. UNDG and IASC further delineation of Resident Coordinator and Humanitarian Coordinator functions, and selection processes.	Resident Coordinators, Humanitarian Coordinators, Individual agencies DGO
	Further develop mechanisms and capacity for a comprehensive approach to crisis (both complex emergencies and natural disasters)	Devise Guidance on comprehensive approach to crisis and contingency planning. Establish and strengthen linkages among CCPOQ, UNDG and IASC (*1999*)	Greater interaction of UN entities in various country-specific settings. Revised CCA/UNDAF Guidelines cover both assessment and contingency planning. Consistent support for the UN system in countries in crisis. Reflection of greater attention to the comprehensive approach in RC annual reports for countries in special situations. Reflection of OCHA, ECHA and IASC involvement in CCPOQ and ACC, and of UNDG member involvement in bodies that are focused on immediate concerns.	

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
The Assembly notes with appreciation the relevant recommendations in the report of the Secretary-General. The Assembly expresses its concern at the number of natural disasters striking countries that lack resources to cope with them. It further stresses that contributions to humanitarian assistance should not be at the expense of development assistance, and that sufficient resources should be made available by the international community.	Increase the focus of attention on immediate and long-term issues re. both natural disasters and complex emergencies. Increase the attention to funding concerns re. both relief and development.	Monitor changes in overall levels of funding for humanitarian and development assistance programmes.		

XII. Regional dimension

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraph 41. The Assembly stresses the growing need to incorporate the regional and sub-regional dimension in UN operational activities, and it encourages the resident coordinators, in consultation with governments, to secure greater involvement of the UN regional commissions in the CCA and UNDAF, as appropriate	Greater evidence of regional and sub-regional perspectives in national activities of the various UN system organizations Greater thematic/cross-organizational associations linking regional, sub-regional and national levels of UN system activities.	Inclusion of regional issues in reports to the governing bodies of UN funds and programmes and UN specialized and technical agencies Annual regional meetings chaired by Deputy SG include attention to development cooperation Continued attention to implementation of UN/NADAF, SIA, SG report on conflict of peace and development in Africa	Reflection of regional dimensions in the annual reports of resident coordinators, as appropriate Implementation of ECOSOC resolution 1998/46, Annex III, on the UN regional commissions Review of regional work in reports of UN entities.	UN Specialized agencies UN funds and programmes, CCPOQ, UNDG, EC-ESA, Regional commissions National governments,
	CCPOQ guidelines on regional dimension provide a basis for strengthened regional and sub-regional dimension in UN operational activities	CCPOQ guidelines prepared (*1999*) CCPOQ guidelines implemented throughout RC system	CCPOQ guidelines drafted and agreed (1999) Information on implementation of guidelines (2001)	

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
	Association of the five regional commissions in UNDAF process, as appropriate	Regional Commissions participate in finalization of guidelines for UNDAF, CCA and related support (complited) Resident coordinators take initiatives to involve regional commissions as appropriate	UNDG to organize CCA/UNDAF workshops with the Regional Commissions in 2000 (ECE – March, ESCWA – June, ECA – November). Reflection of regional dimensions in RC annual reports.	

XIII. South-South co-operation / TCDC - ECDC

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
In its resolution 53/192, paragraphs 42-45 and 49 the Assembly: (a) Requests the UN system to improve incorporation of TCDC into programmes and projects and to mainstream TCDC, including through support to the Special Unit for TCDC of UNDP, and it encourages other institutions to undertake similar measures.	(a) Greater incorporation and mainstreaming of TCDC/ECDC modalities into operational activities of all agencies, funds and programmes, through improved UN system-wide coordination on policies, procedures and results-reporting, in light of recommendations in the Secretary-General report (A/53/226/Add.4) and E/1997/110	(a) Common measures/ indicators of success in implementing res. 53/192, paras 42-45 and 49, agreed upon by all agencies, funds and programmes, in light of recommendations in the Secretary-General report (A/53/226/Add.4) and E/1997/110 (June 1999) and proposed to ACC (December 1999) Assessment of result/impact by respective agencies, funds and programmes in implementing res. 53/192, paras 42-45 and 49 (by December 2000) Secretary-General's comprehensive analysis of implementation of res. 53/192, paras 42-45 and 49, submitted through ECOSOC (May 2001), to the 56th session in the context of the triennial comprehensive policy review (September 2001)	(a) Measures/ indicators discussed at UN agency TCDC Focal Point meeting (June 1999) and recommendations considered be ACC (December 1999) Establishment of a corporate roster of TCDC experts to facilitate identification of such specialists Assessment of impact by respective agencies, funds and programmes carried out and results shared with UNDP Special Unit for TCDC (December 2000) Consolidated analysis of submitted through ECOSOC (May 2001), to the 56th session in the context of the triennial comprehensive policy review (September 2001)	(a) Overall coordination: UNDP Special Unit for TCDC, through CCPOQ/ACC, in close cooperation with all agencies, funds and programmes
(b) Requests the executive boards of the UN funds and programmes to review, with a view to increase, the allocation of resources for TCDC activities. It takes note with appreciation of the recommendations in the	(b) Increased allocation of resources by UN funds and programmes for TCDC activities	(b) The issue of increasing resource allocation for TCDC taken up in deliberations of the executive boards of funds and programmes (Continuous)	(b) Appropriate decisions on TCDC resource allocation taken up by relevant executive boards of funds and programmes (1999-2001)	(b) Resources: Member States, executive boards of funds and programmes

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
relevant report of the Secretary-General.				
(c) Calls upon all funds and programmes to increase procurement of goods and services from developing countries as a means of enhancing South-South cooperation and national execution	(c) Increased procurement of goods and services from developing countries by agencies, funds and programmes	(c) Concrete measures/indicators to increase procurement of goods and services from developing countries considered by agencies, funds and programmes, as appropriate, by their executive boards (Continuous)	(c) All agencies, funds and programmes to report on results in implementing resolution 53/192, para. 49, through ECOSOC (*May 2001*) to GA (September 2001)	(c) Procurement: all agencies, funds and programmes; UN resident coordinator system; and national governments

XIV. Monitoring and evaluation

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraphs 52-57. Calling on system for improved performance with respect to evaluation and feedback As an integral part of the next comprehensive triennial policy review, an evaluation will be made of the impact of operational activities for development.	Improved and harmonised standards for evaluation policy and practice, in particular following 5 goals of the current legislation Evaluation criteria to be built into all projects and programmes at their design stage Greater collaboration on evaluation at the country level, incl. Coordinated programme reviews and evaluations; Lessons learned from both monitoring and evaluation exercises are to be systematically applied into programming processes at the operational level Capacities of the recipient countries to perform both effective programme, project and financial monitoring and impact evaluations of operational activities funded by the United Nations to be strengthened; and monitoring and evaluation of operational activities, including joint evaluations, to be impartial and independent, under the overall leadership of the Government; Experience of effective and efficient cooperation within the United Nations development system to be disseminated;	Report to 1999 ECOSOC by each UN entity concerned on plans to achieve monitoring and evaluation targets elaborated in resolution 53/192 and an indication of resources to be devoted to task. Report to 2000 ECOSOC by each UN entity concerned on progress in achieving targets above and an indication of resources actually devoted to task. Report to 2001 ECOSOC by Secretary-General on results achieved with respect to 1-5 above and an indication of any future requirements	IAWG on Evaluation recommended to strengthen cooperation of its members in area of joint evaluation and to establish an IAWG Sub-group on monitoring and evaluation of UNDAF process *(Geneva, December 1999)*	UN/DESA in collaboration with UN agencies funds and programmes, and with national governments.

XV. Impact evaluation

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraph 53. As an integral part of the next comprehensive triennial policy review, an evaluation will be made of the impact of operational activities for development.	The second evaluation of the impact of major components of operational activities. As a follow up to the pilot impact evaluation conducted for the 1998 review, the methodology and approach will be refined. The evaluations will continue to focus on what UN operational activities achieve The evaluations of the specific components will provide lessons learned that should be applicable system wide and contribute to the design of future activities	(a) Mobilisation of resources and discussions with member states; (b) selection of topics in light of (a) and in consultation with UN system; (c) work towards establishment of benchmarks, indicators and data collection systems, June 1999; Initial set of impact evaluations, February-May 2000; Review By ECOSOC, as per para 62 of 53/192, July 2000; Second set of impact evaluations, August-December 2000; Third set of impact evaluations, January-May 2001; (a) Analysis and synthesis of results of the impact and process evaluations; (b) integration of lessons learned into TCPR, February-March 2001; Preparation of 1998 comprehensive policy review, January-April 2001; Presentation to ECOSOC, July 2001.	Consultations with agencies and member states; Planning, fielding, reporting of impact studies; Progress reports for ECOSOC 1999 and 2001; Preparation of annual publication of main findings and results; Consideration of guidelines to feedback lessons learned into programmes.	UN/DESA UN system Governments UNDG programme network and its relevant subsidiaries Inter-Agency Working Group on Evaluation

XVI. World Bank and regional banks

Guidelines	*Targets*	*Benchmarks and time-frames*	*Actions*	*Principal actors*
Resolution 53/192, paragraph 35. The Assembly encourages greater cooperation between the World Bank, regional development banks and the UN funds and programmes, with a view to increased complementarity, better division of labour, and enhanced coherence in their sectoral activities, building on existing arrangements and in accordance with recipient government priorities.	Forge closer links between the UN and World Bank arrangements for development support; Continue the policy dialogue at the highest levels; Enhance the practical impact of cooperation between the UN funds and programmes and the World Bank and regional banks.	Indications of attention to recommendations in the Secretary-General's report on UN-BWI joint exploratory review (E/1998/61) and ECOSOC resolution 1999/1. Interchange on programming frameworks between UN and regional banks.	Joined UN-WB monitoring and tracking of CDF pilot and Poverty Reduction Strategy Papers (PRSP) implementation through the UN-WB Learning Group on the CDF; Participation in discussions on enhancing programming framework interchange in OECD/DAC forum of multilateral secretariats	UN funds and programmes World Bank, Regional banks, UNDG and its relevant subsidiaries, DGO Resident Coordinators and UN country teams
	Facilitate cooperation at the country level.	Continued and enhance collaboration between the World Bank and UN funds and programmes in country-level mechanisms such as UNDAF and CCA, UNDAF and World Bank Country Assistance Strategies, and Round Tables and Consultative Groups.	Collaboration with World Bank and regional banks incorporated into CCA and UNDAF Guidelines (April 1999) (completed); Joint review by UN and WB of Aid coordination mechanisms; Guidance to UN RCs and country teams on UN system engagement in CDF and Poverty Reduction Strategy Papers (March 2000); Participation by UN system in Round Table on Operational Policies and Practices.	